



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

Tim Bencic '07, Board Chair
David Payne, Immediate Past Chair
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Frank Cappello
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George Collins '65
Robert Coode
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Jackie (Preston '01) Franck
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Matt Keefe
Kate Kraus
Mary (Dever '76) Legerski
Dr. Tripp Petzel
Eric Rieger
Michael Rossi
Sr. Kathleen Ryan, SND
Mike Smith
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Strategic Plan Committee

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President, NDS
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Chris Poulos
Principal, NDCL
Joelle Coates
Principal, NDMS
Friederike Wintersteller
Principal, NDES
Charles Bohnak
Member



Our Mission

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

- Justice
- Respect
- Integrity
- Community
- Excellence

Our Vision

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.
- 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.
- Implement a regular curriculum review cycle with dedicated funding for curriculum materials and revisions to ensure continuous improvement, innovation, and long-term academic excellence.

One-Year Plan

- Conduct an internal curriculum audit for Mathematics and English Language Arts across NDES and NDMS.
- Identify key measurable indicators to quantify academic rigor and instructional effectiveness.
- Establish curriculum expectations for the innovation lab.
- Review the current teacher evaluation system to ensure alignment with instructional priorities and professional growth.
- Foster the AI Committee's continual growth in the responsible use and academic integration of artificial intelligence.
- Review the current accreditation model.

2025 - 2026 Milestones

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

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 \$30 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.
- Partner with a company that allows the launch of a new planned giving web platform.
- Attain three newly named endowed funds.
- Create and launch an alumni mentoring program that connects graduates with current students at Notre Dame Schools.
- Use the facility assessment data to create a timeline for a major FIT or capital campaign.

2025 - 2026 Milestones

- Secured more than \$300,000 in contributions for the Notre Dame Schools Scholarship Granting Organization (SGO).
- Achieved \$500,000 in Annual Giving.
- Surveyed external stakeholders to gauge their perceptions, needs, and priorities for Notre Dame Schools and used the results to inform advancement strategies.





Catholic Identity

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.
- Ensure all new faculty members attend the charism retreat.
- Continue being the premier choice for Catholic education.

One-Year Plan

- Incorporate Catholicity across all subject areas.
- Engage in Justice, Peace, and Integrity of Creation (JPIC) initiatives through the Sisters of Notre Dame USA (SND USA).
- Promote and share faith formation stories and activities on social media.

2025 - 2026 Milestones

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

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.
- 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

- Explore the use of the third floor of NDES for the Early Childhood Center.
- Formalize findings from the facility needs assessment.
- Provide a detailed budget for large-scale projects.
- Update camera systems for all NDES, NDMS, and NDCL.
- Update access control systems for NDES and NDMS.

2025 - 2026 Milestones

- Secured partners for the innovation lab.
- Built a state-of-the-art innovation lab to support hands-on, cross-disciplinary learning.
- Audited cell phone and Wi-Fi service to identify gaps and recommended improvements.
- Secured additional funding and grants to meet safety and security needs identified by the campus-wide Safety Committee.
- Surveyed all department stakeholders across campus to assess current and future facility needs.
- Enhanced mental health services and deepened partnerships with local agencies to support the emotional well-being of all students.





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

- Name vice chairs on all board committees.
- Strengthen recruitment of faith-centered, mission-oriented teachers.
- Identify and promote meaningful measures for student recruitment and retention.
- Increase social media outreach.
- Ensure incoming NDCL freshman class meets enrollment goal.

2025 - 2026 Milestones

- Enhanced Notre Dame Schools' websites to better reflect our mission, values, and offerings.
- Partnered with a marketing expert to refine and fine-tune branding and communications, including social media outreach.
- Evaluated and strengthened recruitment and hiring to attract highly qualified, faith-centered, and mission-oriented educators.
- Recruited board members with complementary skills to support governance and strategic oversight.
- Established a succession planning process for board members and key leadership positions to ensure continuity and mission-aligned leadership.

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 a five-year forecasting model to ensure sustainable financial growth and ongoing investment in Notre Dame Schools.
- Choose a 401(k) plan advisory firm through an RFP process.
- Implement electronic healthcare enrollment.

2025 - 2026 Milestones

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



Notre Dame Schools

13000 Auburn Rd
Chardon, OH 44024

NDCL: 440.286.6226 | ndcl.org
NDES & NDMS: 440.279.1127 | ndes.org



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