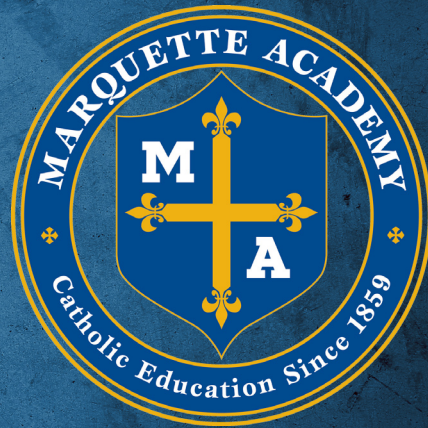




# STRATEGIC PLAN

Goals and Objectives







Dear Friends of Marquette Academy,

It is an honor and privilege to announce that Marquette Academy is emerging as a top school for Catholic education in our area. School spirit is high, enrollment is strong, and our Crusader AND Knight culture of teaching and learning continues to help each student reach his or her highest potential.

Marquette Academy has earned a reputation of academic excellence through the hard work of our students, teachers, parents, and staff. We understand the importance of our students being connected to school through positive relationships and a strong sense of community. We believe that every student can learn and be successful when provided the right support and opportunities. Our teachers and staff have an on-going commitment to ensure that all students receive an appropriate and challenging educational experience in a respectful environment that fosters learning and growth. The unwavering support of our families and community makes Marquette Academy an amazing place to learn and work.

### IT'S AN EXCITING TIME FOR MARQUETTE ACADEMY!

As we look to the future of Marquette Academy we know that long-term plans proactively address challenges and leverage opportunities that support our commitment to provide an exceptional, faith-based education that maximizes every student's growth in faith formation and academics. When we take the time to strategically plan, forge positive relationships, celebrate our achievements, and continue to build on our successful foundation, we can foster a learning environment where our entire Marquette community thrives.

For these reasons and with the approval of Most Rev. Louis Tylka, Bishop of Peoria and the Office of Catholic Schools I am pleased to publish and present to you Marquette Academy's Strategic Plan. This plan will be implemented to assist and guide our school during the next five years.

With the initiatives that we already have in place, combined with this new Strategic Plan, we will provide an even stronger foundation for our school. We are MARQUETTE!

**Brooke Rick**, Principal





Marquette Academy exists to cooperate with parents in educating and forming joyful disciples of Christ. Traditions are embraced. Dedication is the norm. Excellence is the expectation.

Marquette Academy is a Pre K-12 Roman Catholic learning community that strives to promote spiritual, academic, social/emotional, and physical growth. We believe in developing critical thinking skills, a lifelong love of learning, and preparing our students to enter into an increasingly interconnected society.

Marquette Academy is a Roman Catholic school community consisting of students, faculty, staff, parents and alumni under the direction of the Bishop of Peoria.

Marquette Academy recognizes that every person is created in the image and likeness of God and, having an eternal destiny, strives to provide the spiritual, academic, social, emotional and physical formation necessary for an eternal destiny in an ever-changing global society.

We dedicate ourselves to academic excellence, lifelong learning, holistic growth and Christ-like leadership. We believe in the development of the whole person who is value-oriented, competent in communication, and skillful in creative and critical thinking skills.

**At Marquette Academy we educate the whole person.** What we do is as much formation as it is education. Our interest is not merely in the what but in the who. Certainly we want our graduates to be successful, but we are more interested in what kind of persons they become. Because we are convinced that character is extremely important, we believe the ultimate value is not that they succeed but that they become good men and women in the sight of God and their fellow citizens.

Marquette Academy also serves as a college preparatory school, integrating eternal truth and values into a strong academic program whose goal is to stimulate the spiritual, intellectual, emotional and physical growth of the students, thus enabling them to become competent, concerned, responsible and ethical members of an ever-changing global society.



## ACADEMICS/TECHNOLOGY

**Strategic Goal:** Recognize and incentivize excellent educators to ensure academic continuity to provide students with a world-class educational opportunity.

**Objectives:**

1. Explore benefit package options (insurance, retirement, discount tuition enrollment for family members, etc.) to attract and retain high quality educators.
2. Fund opportunities for professional development. Recognize and reward faculty based on years of service.

**Strategic Goal:** In order to fund current and future technology needs, explore grant-writing and corporate-partnership opportunities.

**Objectives:**

1. Establish grant-writing committees.
2. Reach out to alumni and stakeholders to identify potential corporate partnerships.

**Strategic Goal:** Meet rigor, relevance, and relationships to exceed the needs of students with varying ability levels to ensure college and career readiness.

**Objectives:**

1. Follow core standards across all departments and all levels.
2. Expand partnership opportunities.
3. Follow Guidelines and Resources for Inclusive Education in the Roman Catholic Diocese of Peoria.
4. Discuss opportunities created by online, virtual class meeting, and flexible delivery in collegiate-level offerings of the General Education Core/IAI courses
5. Offer the Ottawa Center as a location for Marquette students IF Marquette is required to activate an e-learning day and students need access to reliable computers, internet and the Ottawa Center is open (if IVCC is not also closed for inclement weather or other situations).



“I have a lot of interactions with other schools, and employees who are parents in districts around the Midwest. Marquette is far ahead of the pack, and you should be incredibly proud of the job you and all of your staff have done.”



**"Marquette Academy is not just a school. It is spiritual. It is tradition. It is family! We know our children will be faced with many struggles throughout their lives. As parents, we have been tasked to give them the tools they need to cope with life's journey. Marquette Academy is here to support us and share our burden."**



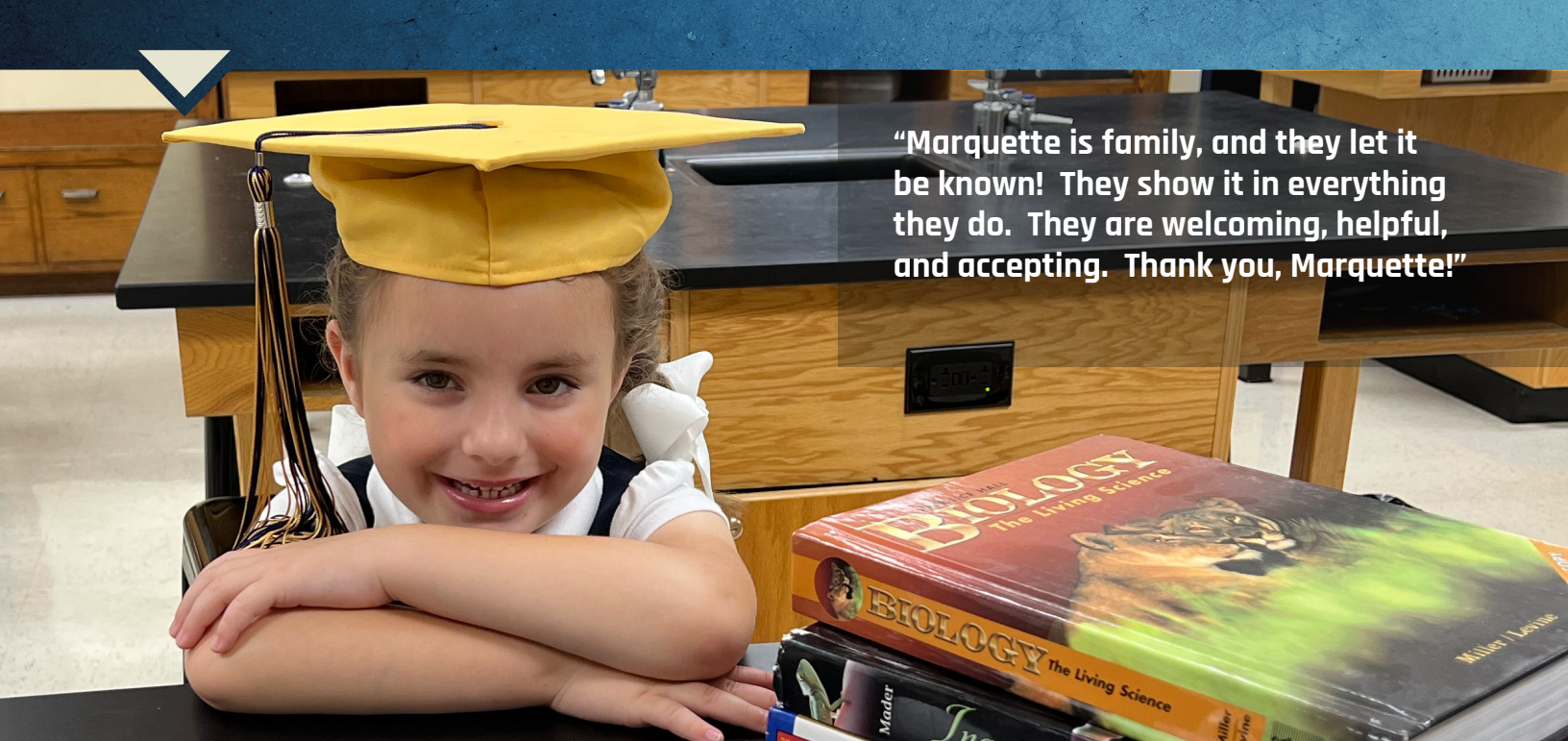
## **ADVANCEMENT/COMMUNICATIONS**

**Strategic Goal:** Marquette Academy will strive to improve our reach to prospective donors and streamline fundraising efforts to steer our organization towards a sustainable future in accordance with the school's mission.

### **Objectives:**

1. Identify, investigate and cultivate non-tuition sources of revenue including grant writing, alumni relations, and major donors to ensure that the Academy remains viable.
2. Build partnerships with local businesses and organizations that support Catholic Education. Investigate best practices for the formation of a streamlined, cohesive approach to fundraising for all programs Academy wide.
3. Create clear, comprehensive, transparent roles and responsibilities within the Advancement Office.





"Marquette is family, and they let it be known! They show it in everything they do. They are welcoming, helpful, and accepting. Thank you, Marquette!"

## CATHOLIC IDENTITY

**Strategic Goal:** Marquette Academy will be recognized for our vibrant and dynamic Catholic culture through embracing Catholic Faith and Tradition.

### Objectives:

1. Emphasize our Catholic identity in academics, athletics, and extracurricular activities.
2. Explore ways to increase opportunities for spiritual growth for students and staff and involvement in the faith life of the school and parishes.
3. Expand Catholic formation for faculty, staff, and coaches.
4. Collaborate with local parishes to expand opportunities for meaningful service in the community.





## ENROLLMENT/MARKETING

**Strategic Goal:** Marquette Academy will grow in order to achieve and maintain an optimal enrollment that most efficiently utilizes our facilities while expanding our community outreach in order to achieve our Catholic Mission.

### Objectives:

1. Identify concerns, and seek collaborative input from area pastors through individual and group outreach, in order to leverage their advocacy as shepherds of their flocks.
2. Recruit a board of volunteers - parents, alumni, staff - to assist in marketing and enrollment outreach, under the direction of the Director of Recruiting.
3. Establish direct and constant communication with the Principals, Parent Organizations, and CCD coordinators of Churches & Schools outside of the Ottawa Catholic Community Parishes.
4. Explore innovative and creative ways to encourage prospective families to 'opt-in' to marketing communications.
5. Increase the presence and involvement of area Catholic Clergy in Academic Instruction, Religious Education, and Extracurriculars.
6. Explore different online enrollment options, including options potentially already in use at other diocesan schools.

**“Due to the small nature of the school as well as the flexibility of the staff and coaches, our kids have been able to participate in sports, theater, and academic team all at the same time!”**





## FACILITIES/TECHNOLOGY INFRASTRUCTURE

**Strategic Goal:** Create and maintain a physical environment which supports the academy's mission.

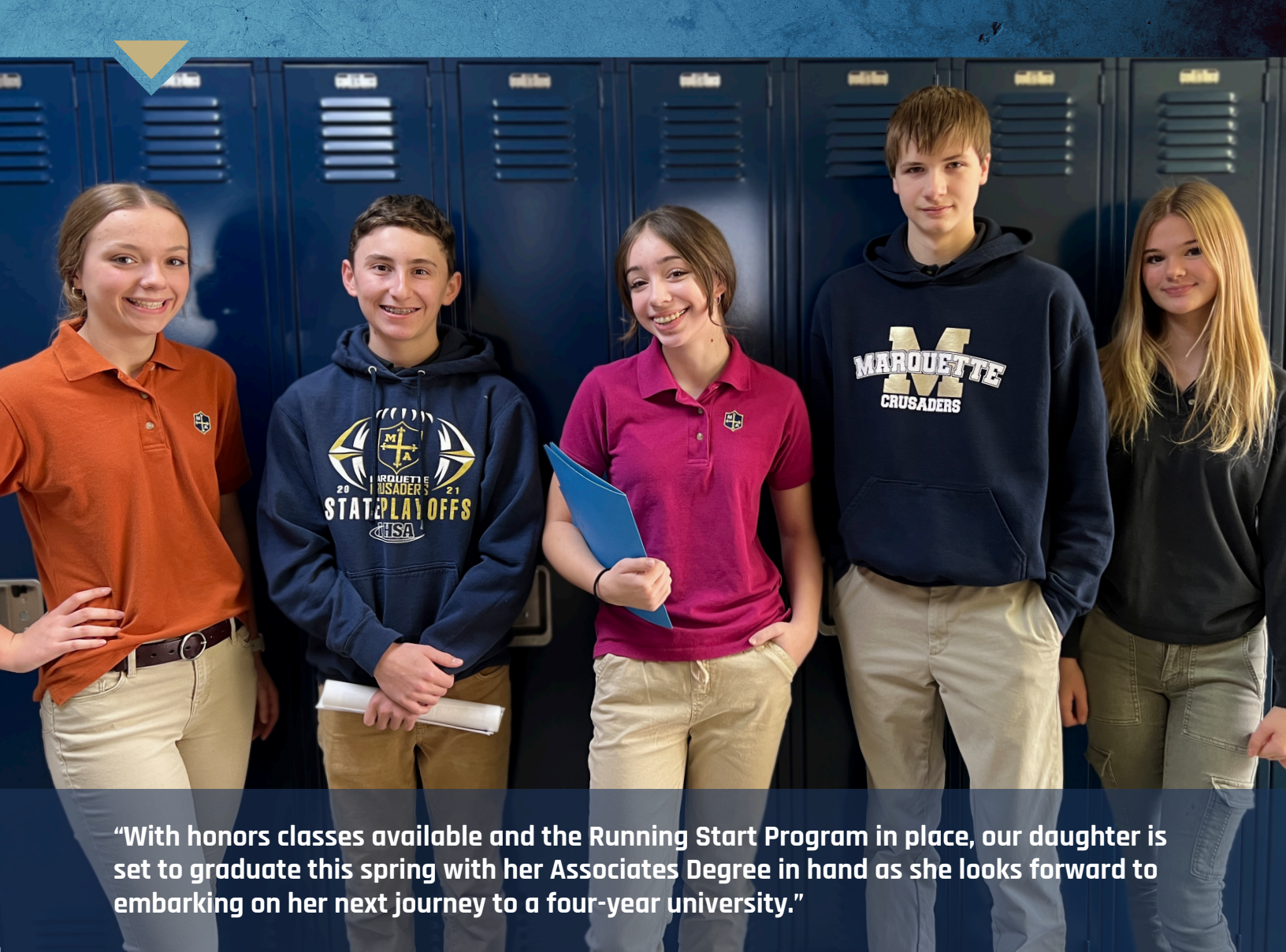
**Objectives:**

1. Conduct a survey of the facilities to identify current and future needs. This step to be completed first.
2. Identify options/needs for staffing to cover daily, annual, and long term maintenance development of a master plan for facility maintenance and capital improvements (external audit).
3. Develop an emergency fund (capital finance for outside of annual budget).
4. Maintain adequate staffing for custodial and maintenance needs.

**“Supporting and serving others is one of Marquette’s outstanding strengths. This is demonstrated inside and outside the classroom.”**







**“With honors classes available and the Running Start Program in place, our daughter is set to graduate this spring with her Associates Degree in hand as she looks forward to embarking on her next journey to a four-year university.”**

## FINANCE

**Strategic Goal 1:** Develop a stable finance system to support Marquette Academy operations to provide the best possible educational experience to the children entrusted to our care.

### Objectives:

1. Identify/implement a plan to keep tuition reasonable by increasing enrollment.  
Develop, increase, or seek alternate sources of funding/ increasing existing revenue which would ideally be self funded.
2. Review key expense cost control policies looking for opportunity to improve returns.  
Review critical cost policies to understand opportunities for better cost control.
3. Develop a plan to actively reduce parish assessments and include a way to forecast lower assessments moving forward.
4. Restore governing board, Finance committee and other sub-committees in order to address key financial issues of the school.



## GOVERNANCE

**Strategic Goal:** Marquette Academy will ensure that a governing structure is in place to support the leadership in advancing the mission of the Catholic School.

### Objectives:

1. The leadership of the school will determine how to work with the diocese to establish the ideal governing model for the success of the school. This process should be completed first.
2. Develop an organizational chart in order to explore and evaluate the roles and responsibilities of teachers, staff and administration in fulfilling the mission of the school.
3. Aid in and ensure the completion and implementation of a long-term vision and plan (ie. Strategic Plan) for the viability of the school and ensure the continued development and advancement of new goals for the long-term success of the School.

**"Marquette is very special to our family. We are thrilled that our children are able to continue to experience the greatness of this school and continue the path that our family has taken as the fourth generation."**







**"We are fortunate that prayer plays an important role during our childrens academic years, throughout the day, everyday! It makes a difference in the lives of our students. We are blessed to have that opportunity at Marquette Academy."**

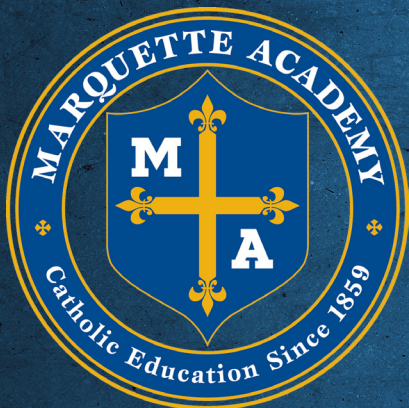
## **STUDENT LIFE**

**Strategic Goal:** Develop extra curricular programs that helps students affirm their Catholic identity and Christian values to be used in navigating life through their school years and beyond.

### **Objectives:**

1. Develop and/or expand academic criteria for athletic participation and extracurricular activities.
2. Explore ways to help students incorporate studying and meeting their obligations on Sundays as part of their extracurriculars.
3. Promote participation in ways that augment current activities, define those opportunities as available; explore opportunities for additional athletics/clubs (start up, co-op).
4. Create demonstrative Catholic symbols and activities to be integrated into extracurriculars, encourage Sunday mass obligation as a group.
5. Promote to the community at large the successes of students, teams, and groups all forms of excellence.
6. Promote family-wide faith based events and dedicated mass times.





## MARQUETTE ACADEMY

PreK and Elementary

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High School

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[marquetteacademy.net](http://marquetteacademy.net)

