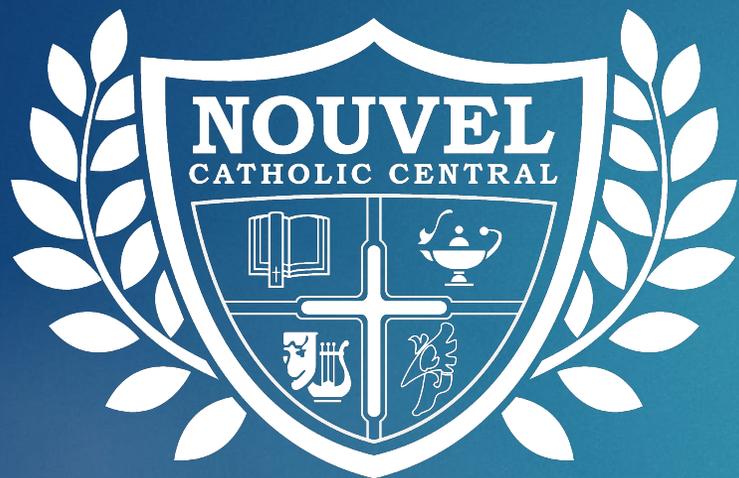


Community Presentation

3/12/20, 6:00



1. Prayer / Opening Statement
2. Enrollment Catalyst Findings and Recommendations
3. Financial Review
4. Fundraising Review / Objectives
5. Org Chart / Communications Process
6. Admissions Process
7. Moving Forward / Closing Comments

Nouvel Catholic Central Schools

WE ARE NOUVEL CATHOLIC CENTRAL - CALLED BY CHRIST TO LEARN, LOVE AND LEAD... COURAGEOUSLY.

Welcome / Agenda

1. Prayer
2. Opening Statement
3. Enrollment Catalyst Findings and Recommendations
4. Financial Review
5. Fundraising Review / Objectives
6. Org Chart / Communications Process
7. Admissions Process
8. Role of the Board
9. Moving Forward

Opening Statement

Objectives

- Clarify how school system operates
- Provide information and be as transparent as possible
- Sharing information out of respect for our community
- Provide opportunities for you to support our growth
- Provide a chance for you to ask questions

Why Enrollment Catalyst:

Why:

- ▶ We are at a crucial juncture for the schools (more on this later)
- ▶ This process is a sign of a proactive, motivated and supportive board
- ▶ Educational landscape has changed significantly

Goals:

- ▶ Grow enrollment, become more intentional in our actions
- ▶ Reach financial (and related) goals

Who:

- ▶ Dr. Rick Newberry, Strategic Coaching for School Growth
- ▶ Completes a comprehensive assessment to help us better understand various challenges to increasing enrollment

Enrollment Catalyst, **What it is not:**

It is not:

- ▶ A criticism of current and/or past employees
- ▶ A criticism of past practices
- ▶ A passing of the responsibility that we each play in creating a stronger NCCS

What Did / Does Enrollment Catalyst Do?

Research and Analysis

- ▶ Spent 16 hours engaged with various members of the school community
- ▶ 30 parents and faculty members engaged in focus groups
- ▶ 340 surveys completed by parents and faculty
- ▶ In-depth follow up / presentation on the findings (500 slides)

Ongoing support: bi-monthly consulting sessions

Connections and access to other schools involved in the program

Employee Response: Promoters of our schools?

- ▶ Employee respondents rated the overall experience at Nouvel at a 4.17 on a 5 pt. scale (83%)
- ▶ Willingness to promote NCCS: 8.69
1 to 10, 10 = extremely likely to recommend NCCS
- ▶ What does that mean:
 - 58% of staff = active promoters of school
 - 35.5% of staff = neutral / passive in promoting school
 - 6.5% of staff = “detractors,” may share negative comments

Enrollment Catalyst, Research Findings, Parent Feedback

- ▶ Parent respondents rated the overall experience at Nouvel at a 4.35 on a 5 pt. scale (87%)
- ▶ Willingness to promote NCCS: 8.55
1 to 10, 10 = extremely likely to recommend NCCS
- ▶ What does that mean:
 - 59% of parents = active promoters of school
 - 29% of parents = neutral / passive in promoting school
 - 12% of parents = “detractors,” may share negative comments
- ▶ By comparison, NCC numbers are “good,” compared to other schools

Parent Response:

Parents are very satisfied with the following: (5 = high satisfied)

Class Size (4.5)	Stu-faculty Relationships (4.3)	Parent Involvement (4.2)
Catholic Education (4.4)	Character Development (4.3)	Faculty Credentials (4.2)
Safety & Security (4.4)	Community Service (4.2)	Experience of Teaching Staff (4.2)
Academic Programs (4.35)	College Prep, (4.2)	Arts, Drama, Music (4.1)
Caring Environment (4.3)	Community (4.2)	Extracurricular Options (4.1)
Ind. Student Attn (4.3)	Comm. to Parents (4.2)	Quality of Instruction (4.1)

Parent Response:

- ▶ Parents are less satisfied with:
(3 = neutral, neither satisfied or dissatisfied)
 - Customer Service (3.9)
 - Diversity in Student Body (3.8)
 - Tuition Assistance / Financial Aid (3.6)
 - Affordability / Cost (3.3)
 - Vision and Strategic Plan (3.22)
- ▶ Is there anything you would like to add?
- ▶ What stands out?
- ▶ What is most important?

Enrollment Catalyst:

Recommendations, Short Term

1. Centralized Admissions & Marketing Office
2. Word of Mouth Marketing
3. Develop FAN Program
4. Web-based Marketing
5. Variable Rate Tuition

Enrollment Catalyst: Recommendations Specifics - Admissions and Marketing

1. **Centralized Admissions & Marketing Office** (K-12, then bring PS into the process)

Admissions office would be responsible for:

- Lead generation / nurturing
- Ambassador program
- Campus visits / open house events
- On-boarding new families
- Marketing: storytelling, brand awareness, communications

Enrollment Catalyst: Recommendations Specifics - Admissions and Marketing, 2

1. **Centralized Admissions & Marketing office (continued)**

- Impact on current operation:
 - We will need to review and evaluate the role of the “advancement office”
 - Support organizations will need to take on increased responsibility for planning approved fundraising events
 - Board will need to take on a more active role in the fundraising/development and capital campaign efforts

Enrollment Catalyst: Recommendations Specifics - Word of Mouth Marketing

2. Word of Mouth Marketing

- This is often the first way potential families hear about our school
- This can happen from family to family, staff member to family, alumnus to family...
- We will work to create tools to support word of mouth marketing / referral (inform/prepare people to speak in an accurate fashion in relation to the school)

You can support this process by being informed and positive in your communication related to NCCS

Enrollment Catalyst: Recommendations Specifics - FAN Program

3. **FAN Program** (Friend Ambassador Network)

- Group of parent and volunteers to support enrollment efforts
 - Present at open house events
 - Provide possible contacts for prospective families
 - Provide support for newly enrolled families

Enrollment Catalyst: Recommendations Specifics - Web-Based Marketing

4. Web-Based Marketing

- Role of home page (prospective vs. current families)
 - Informing current families vs. drawing in prospective families
 - Helping reduce perceived common barriers to a Catholic education
- Search engine optimization / Third party rating platforms (niche...)
- Strategic use of school social media platforms

You can support this process by sharing success stories and images promptly, with context (or advanced notice as we can capture images)

Enrollment Catalyst: Recommendations Specifics - Variable Rate Tuition

5. Variable Rate Tuition

- Goal: help to reduce the perception of tuition as a barrier to enrollment
- We are already doing this, need to capitalize on this from a marketing standpoint
- Need to be considerate of current families and their perception of the program
- Considering third party process to determine need / aid

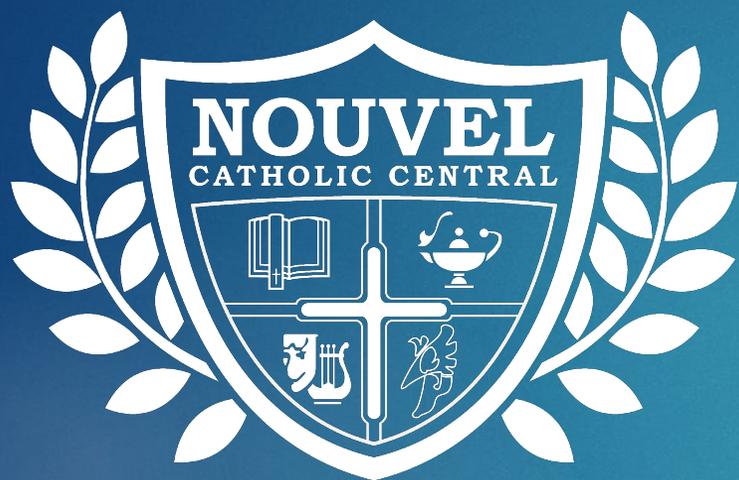
You can support this process by being aware of the aid that is available and the process for distribution

Questions on Enrollment Catalyst?



Break Time





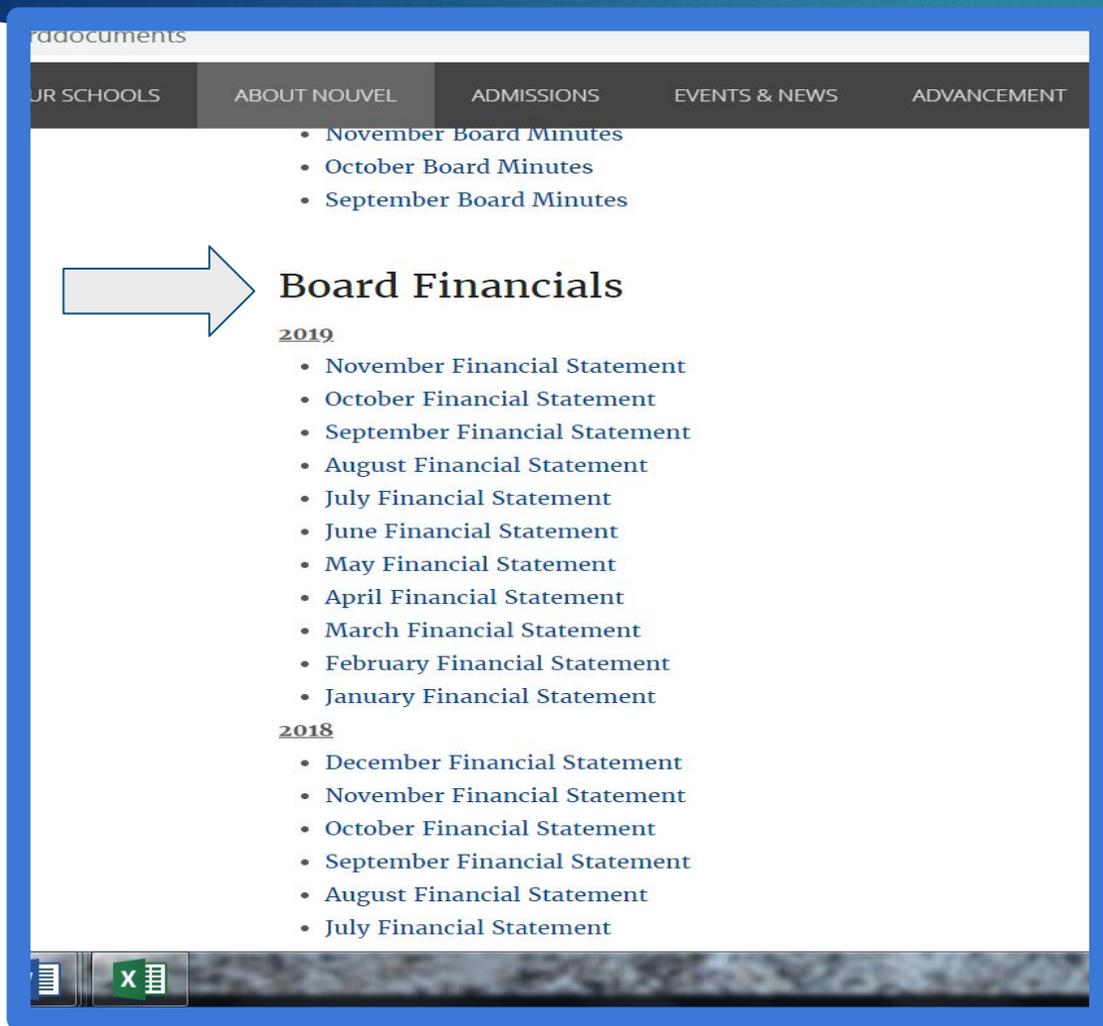
Financial & Fundraising Review

- Enrollment
- Revenue Streams
- Fundraising goals / changes

Nouvel Catholic Central Schools

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Financial History - Summary



Board Documents

OUR SCHOOLS ABOUT NOUVEL ADMISSIONS EVENTS & NEWS ADVANCEMENT

- November Board Minutes
- October Board Minutes
- September Board Minutes

Board Financials

2019

- November Financial Statement
- October Financial Statement
- September Financial Statement
- August Financial Statement
- July Financial Statement
- June Financial Statement
- May Financial Statement
- April Financial Statement
- March Financial Statement
- February Financial Statement
- January Financial Statement

2018

- December Financial Statement
- November Financial Statement
- October Financial Statement
- September Financial Statement
- August Financial Statement
- July Financial Statement



Board Documents | Nouvel Cathc

OUR SCHOOLS ABOUT NOUVEL ADMISSIONS EVENTS & NEWS

- August Financial Statement
- July Financial Statement
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- May Financial Statement
- April Financial Statement
- March Financial Statement
- February Financial Statement
- January Financial Statement

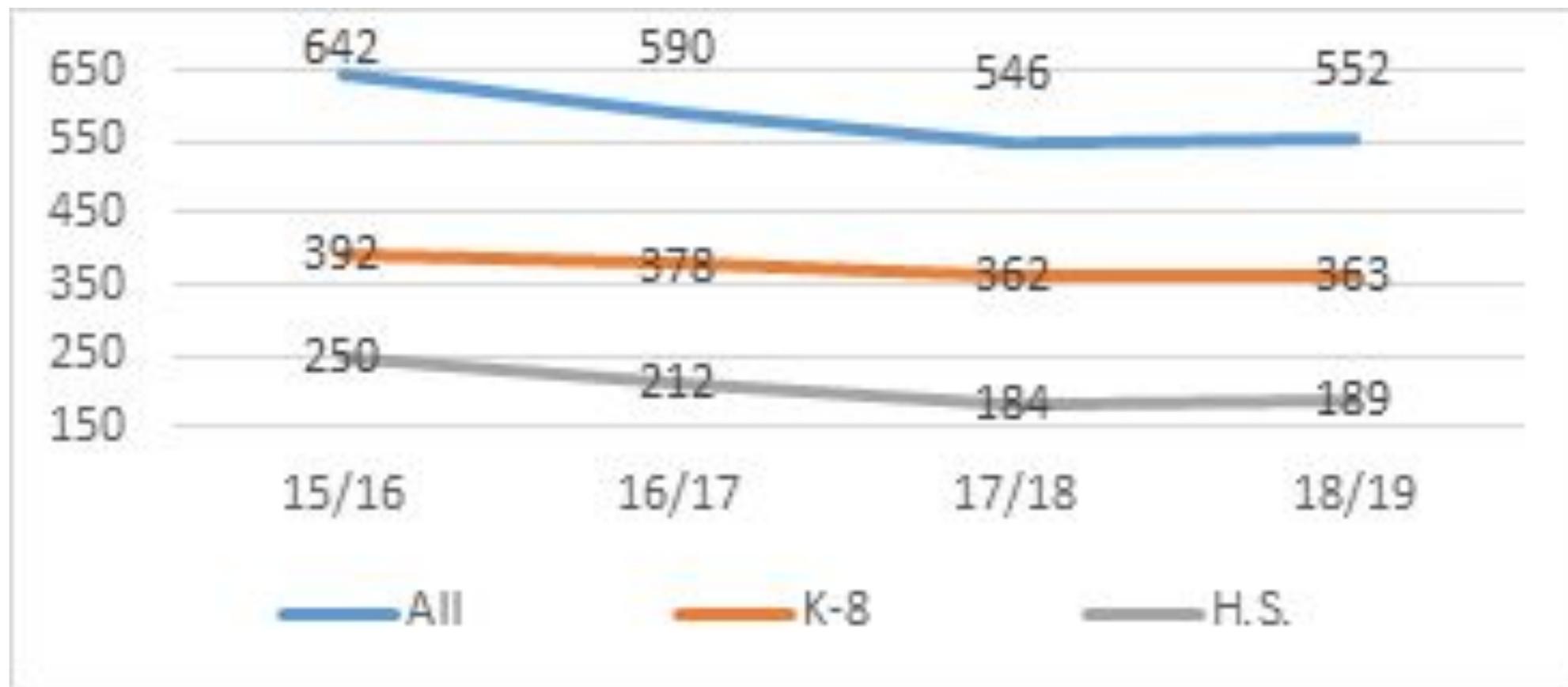
2017

- December Financial Statement
- November Financial Statement
- October Financial Statement
- September Financial Statement

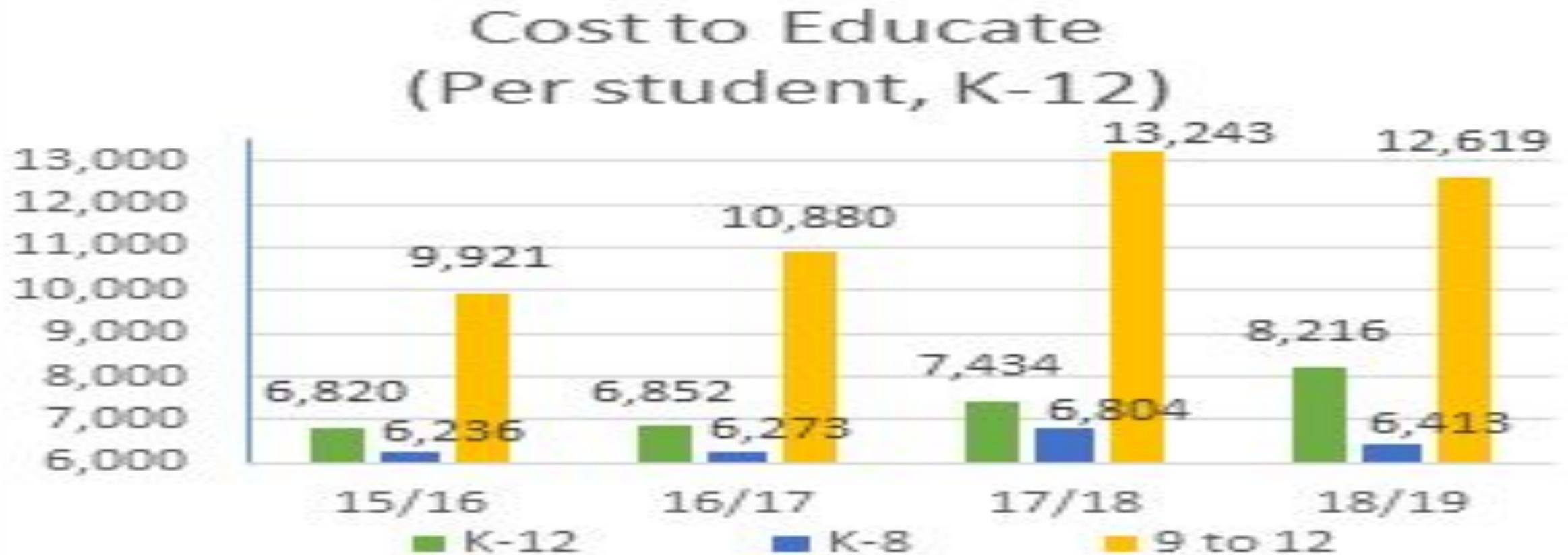
Board Audits

- 2019 Audit
- 2018 Audit

Enrollment History



Cost to Educate



2019/20: Typical student pays \$3,500 annually in tuition

Tuition History

- Over last 15 years, did not raise tuition for 9 of those years
- Have had three tuition models in last 20 years (Fair share, family rate, per student)

Year	Increase	Year	Increase
2006-07	no	13-14	yes
2007-08	yes	14-15	no
2008-09	yes	15-16	yes
2009-10	no	16-17	no
2010-11	no	17-18	no
2011-12	no	18-19	Yes, 3%
2012-13	no	19-20	Yes, 3%
		20-21	no

Tuition for 2020-21

Board voted not to increase tuition:

- Risk of increase in revenue not worth the potential of losing students a result (2% increase = +/- \$40,000)
- In the past, a tuition increase has resulted in a drop in enrollment
- Work with consultant should help to increase enrollment (negating the need to increase tuition to raise revenue)
- Need to continue to demonstrate the value of a NCC education

Revenue Streams

Other Fees:

- Registration Fees

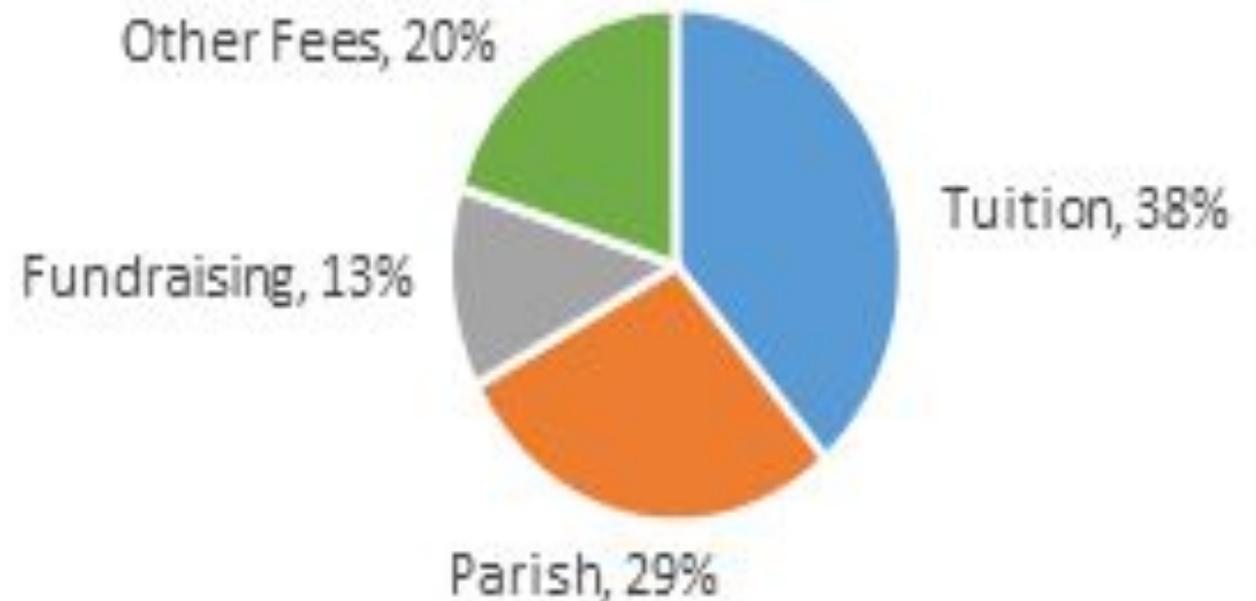
Fundraising:

- CCFMM (\$116,000 annually)
- Annual fund
- Panther Fest
- Big Draw

Parish:

- Assessments (\$1,289,000)

Funding Sources, Academic Year 18/19



Assessment Model (Parish Support)

Origins: 2006

How is assessment rate determined? 25% of Sunday & Holy Day Collections

Challenges with assessment model

- Collection rate, on average 12% uncollected / year
- Ability to collect
- Trends

Very thankful for support from parishes. Could not do this w/o their support!

(Remember, assessments account for +/- 30% of total budget)

Relevant Recent Changes

1. Lease agreement for high school building / maintenance
2. Reductions to staffing
 - a. AD/Dean of Students
 - b. Counselor
 - c. Assistant Principal
 - d. President
 - e. Kindergarten/Spanish (at E/MS) (shared time)
3. Staffing additions
 - a. Maintenance (as a result of change to lease)
 - b. Some instructional staff to meet needs
 - c. Dean of Students (E/MS)

Continued Effort to Reduce Costs / Access and Grow Resources

1. Maintenance Services: (indoor and outdoor)
Ready to release a call for bids/proposals
2. Master Schedule / Staffing Review
 - a. Administrative Hours
 - b. Utilizing endorsements
 - c. Use of online classes
 - d. Class (section) sizes
3. CCFMM endowment funds (specific to NCC)
4. Foundation of Faith, October 2020 fundraiser

Fundraising

Estimated number of asks in 2018-19: 45 individual asks & event asks

- This equates, on average, +/- 1 ask/week (this is a conservative est.)

Average return on large fundraiser:

- Of the Top 5 NCCS Fundraisers, % of Profit ranges from 74% to 29%
- Our largest event profited \$25,158

Moving forward

- Likely will need parent volunteers and other staff members to play a more active role related to logistics and execution of events

Staff

1. Always a goal
2. Always considered / discussed
3. Have to consider legacy cost / impact on future budgets
4. Also consider a “bonus” if sufficient savings are realized over a fiscal year
5. Working with Diocese / CCFMM to support teachers
6. Excellence in Teaching award will be offered again this year

Financial goals:

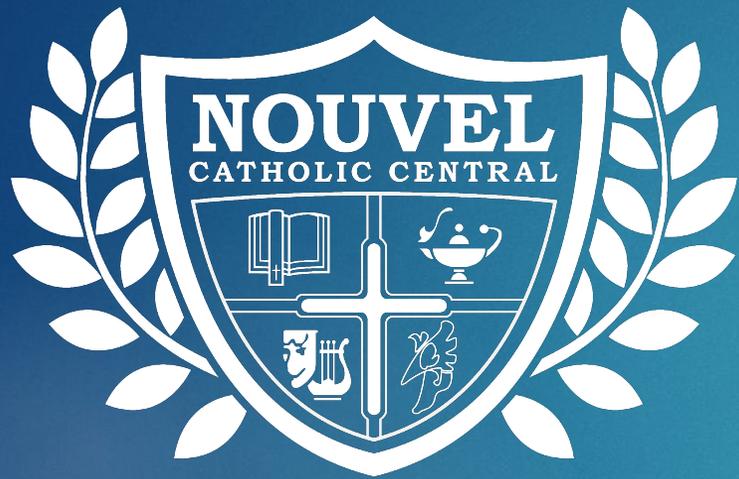
1. Increase financial independence (Shared Time - Assessments)
2. Establish clear goal for fundraising (separate from annual CCFMM contributions)
3. Develop a fund balance
4. Develop a maintenance fund
5. Establish a process of restricting a percentage of annual profit to enhance compensation

Questions on Financial Review?



Break Time?





Organizational Structure

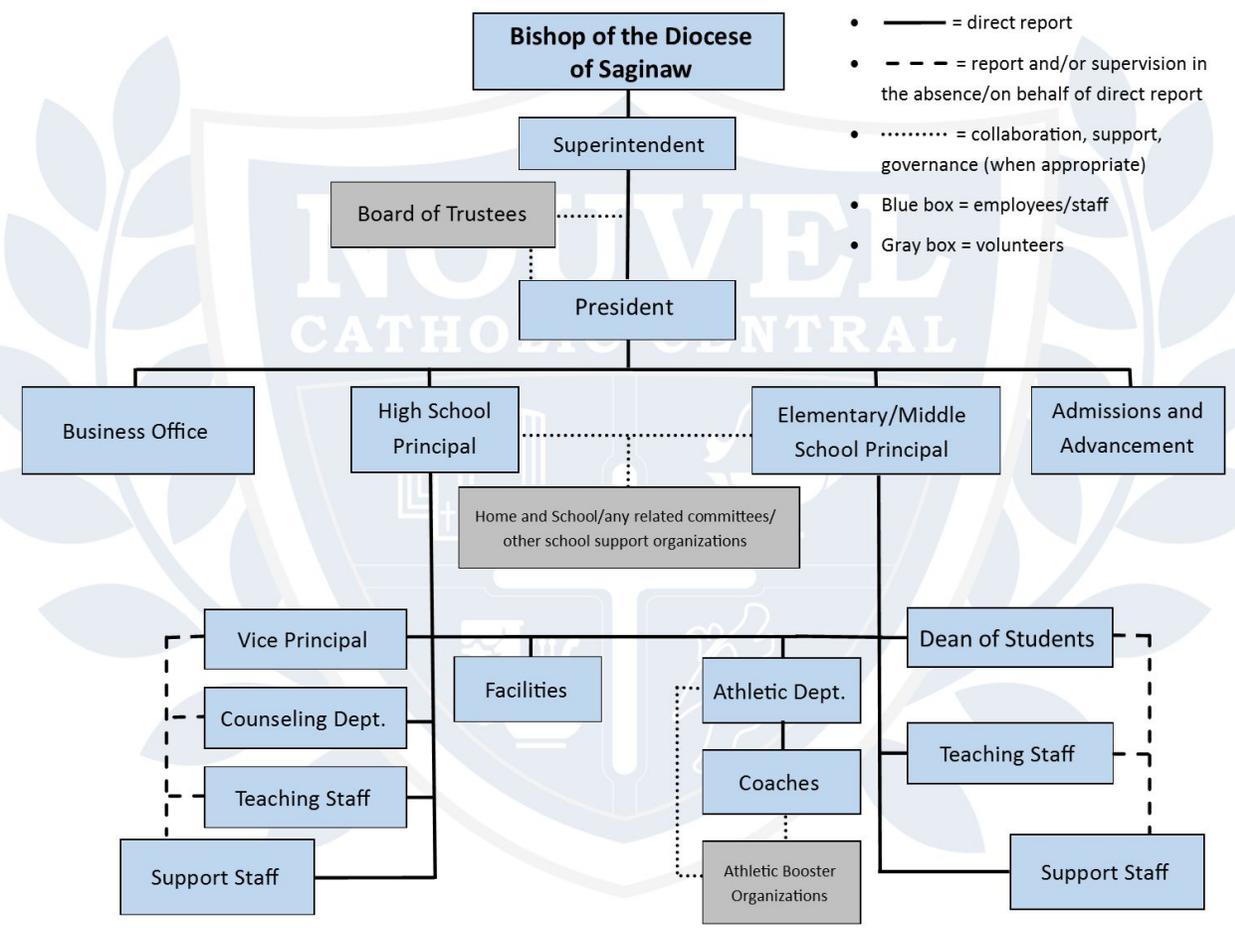
- Organizational Chart
- Communications Process
- Admissions Process

Nouvel Catholic Central Schools

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Organization Chart

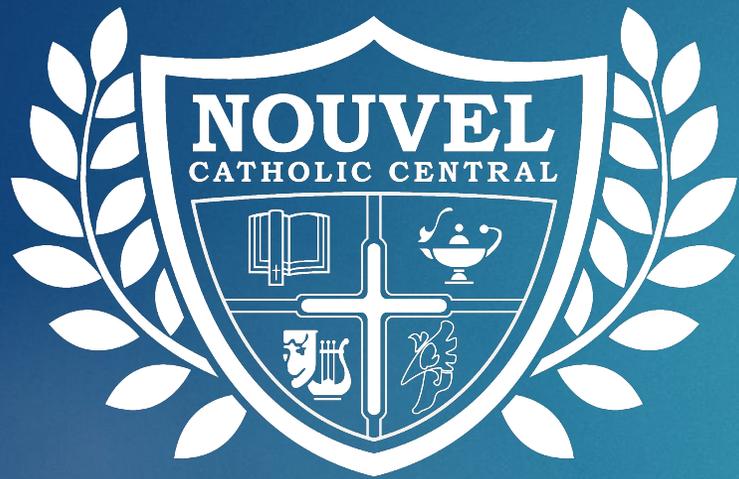
Nouvel Catholic Central Organizational Chart



- — = direct report
- - - - = report and/or supervision in the absence/on behalf of direct report
- = collaboration, support, governance (when appropriate)
- Blue box = employees/staff
- Gray box = volunteers

Contact and Communication Process/Table:

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Academic (PS-8)	Teacher	Dean of Students	Principal	President	Superintendent	Board of Trustees	
Academic (9-12)	Teacher	Counselor	Assistant Principal	Principal	President	Superintendent	Board of Trustees
Athletic	Coach	Athletic Director	Principal	President	Superintendent	Board of Trustees	
Advancement/ Fundraising	Marketing Office	Principal	President	Superintendent	Board of Trustees		
Employment	Principal	President	Superintendent	Board of Trustees			
Enrollment/ Reenrollment	Admissions Office	Principal	President	Superintendent	Board of Trustees		
Financial Aid (Tentative)	Admissions Office (new families)	Principal (current families)	President	Superintendent	Board of Trustees		
Policy/Facilities	Principal	President	Superintendent	Board of Trustees			
Tuition/Billing	Business Office	President	Superintendent	Board of Trustees			



The Board

- Role - Rules
- Communication
- Current Focus

Nouvel Catholic Central Schools

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The Board, role and responsibility

Article IV

Mission of the NCCS Board of Trustees

In conjunction with the Bishop of the Diocese of Saginaw (Bishop), Superintendent, and the President of NCCS, the Board has the mission to advance excellent Catholic education through the effective operation of NCCS.

The Board has been delegated responsibility for the governance of NCCS, including strategic planning and initiatives; programs to foster academic excellence; promotion of Catholic identity and mission; public relations, marketing and enrollment initiatives; development; facility renovation or construction; fiscal management and organization; and recruitment for and professional development of major organizational positions.

The Board, identifying members

Article V

Appointment and Terms of the NCCS Board of Trustees

The Bishop shall appoint seven to nine voting members of the Board of Trustees in addition to a Diocesan Representative. Vacancies on the Board shall be filled by appointment by the Bishop.

It is recommended that the Board have at least one parent of a child(ren) currently enrolled in the elementary school, one parent of a child(ren) currently enrolled in the high school, and one pastor or pastoral administrator, referred to as the Pastoral Delegate, whose parish assists in the direct financial support of NCCS.

In addition to the seven to nine voting members described above, the Bishop shall appoint a Diocesan Representative, who serves as a voting member of the Board. The Diocesan Representative provides stability in membership to and diocesan support of the Board. The Diocesan Representative serves without a fixed term, serving until another person is appointed to his or her position by the Bishop. The Diocesan Representative supports the efforts of the Superintendent and the President to promote cohesive NCCS and diocesan programs and initiatives.

The Board, identifying members

Article X

Standing and Special Projects Committees

Nominations Committee:

While seeking diversity of parish involvement and of skills compatible with the mission of NCCS, the Nominating Committee identifies and secures candidates for the Board of Trustees and presents a slate of qualified, acceptable candidates to the Executive Committee for recommendation to the Board. Committee members are cautioned against disclosing the names of nominees to the remaining members of the Board until the Committee has secured an application from the candidate.

The Board, Communication with:

- Building leader(s)
- Superintendent
- Written statement
- Public comment session
- Meeting minutes

Correspondence

Monitored by a member of the Office of Catholic Schools.

First Name REQUIRED **Last Name** REQUIRED

Email

Nouvel Catholic Central Affiliation REQUIRED
(Select One)

To which entity does this comment most closely pertain to? Please check all that apply. REQUIRED

NCC Elementary
 NCC High School

Comment

Board Documents

Board Minutes

2019

- December Board Minutes
- November Board Minutes
- October Board Minutes
- September Board Minutes
- August Board Minutes
- June Board Minutes
- May Board Minutes
- April Board Minutes
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Nouvel Catholic Central Schools Board of Trustees

Mission

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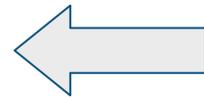
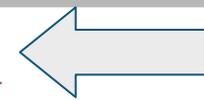
Thank you to all current and past trustees for their time and dedication to Nouvel Catholic Central Schools.

ABOUT NOUVEL

- Contact Us
- Skyward
- History of NCC Schools
- NCCS Board of Trustees**
- Board Documents
- School Logo Usage Policy

DOCUMENTS

- Community Comment Protocol
- NCCS Board of Trustees Bylaws
- NCCS Strategic Plan 2016/17-2020/21

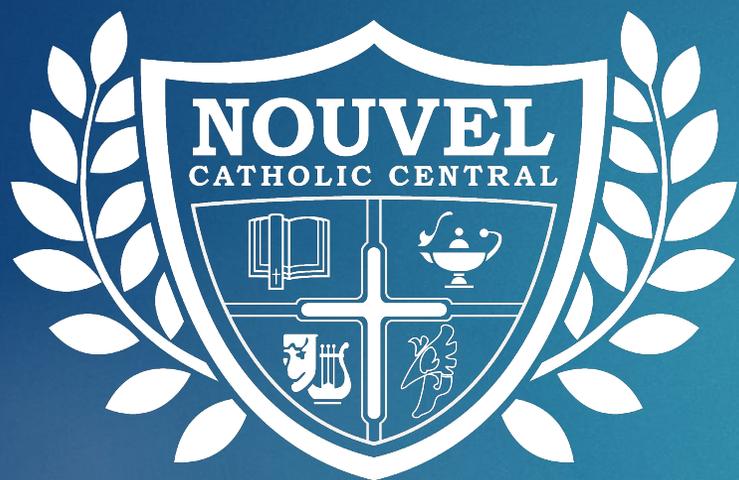


The Board, Current Focus

1. Addressing financial needs
2. Supporting building leaders in their work
3. Supporting admissions efforts
4. Improving communication and transparency
5. Maximizing effectiveness of fundraising
6. Stabilizing leadership positions / staff retention
7. Working to promote the school in the community and with donors (Foundation of Faith, Oct. 17, 2020)

Questions on The Board? Other Topics?





Moving Forward Closing Comments

Nouvel Catholic Central Schools

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Admissions Process:

1. Consistency (process and family experience)
2. Single point of contact
3. Develop more accommodating process for families
4. Better internal coordination
5. Develop strong relationships with potential families
6. Brand awareness / communication & public relations

Admissions and Marketing Efforts:

1. Create a consistent admission process for new families
2. Establish Friend Ambassador Network (FAN)
3. Branding of “elementary school” to elementary and middle school
4. Review and refine marketing plan and budget
5. Review and revise the website (targeting prospective families)
6. Search engine optimization
7. Review of best practices from high achieving schools across the state and nation (via Enrollment Catalyst contacts)
8. Review of student information, communication and tuition systems
9. Usage of consistent logos / Brand guideline

Thank you for all that
you do to support
Nouvel Catholic
Central!

Closing Prayer

