



2030 STRATEGIC PLAN



MCDONELL AREA CATHOLIC SCHOOLS

Est. 1882

*NURTURING OUR STUDENTS | PARTNERING WITH FAMILIES |
GROWING OUR CATHOLIC IDENTITY | EMBRACING OUR
COMMUNITY | BUILDING OUR FUTURE*

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McDonell Area Catholic Schools is proudly accredited through the Wisconsin Religious and Independent Schools Accreditation (WRISA) and is a member of the Institute of Catholic Liberal Education.



Steering Committee Members

Reggie Geissler ‘91
Committee Co-Chair
St. Charles Borromeo Parish

Casey Rozowski
Committee Co-Chair
Notre Dame Parish

Molly Meinen Bushman ‘98
MACS President
Holy Ghost Parish

Mary Huffcutt ‘H16
MACS Dean of Academics
Holy Ghost Parish

Very Rev. Jesse Burish
MACS Dean
Chippewa Falls Deanery

Andy Shakal
MACS Education
Commission Chair
St. John the Baptist Parish

Fr. William Felix ‘73
All Saints Pastor

Michelle Farrow
Notre Dame Parish

Alysia Konop Bowe ‘98
St. Peter the Apostle Parish

Erin Brick
MACS Education
Commissioner
Holy Ghost Parish

Debbie Baier
St. Peter the Apostle Parish

Matt Elstran
MACS Education
Commissioner
Notre Dame Parish

Olivia Clark ‘24
Student Council President
2023-24 Student
Representative

Eva Bushman ‘23
2022-23 Student
Representative

Abby Adams
Teacher Representative

Jamie Dodge
St. Charles Preschool &
Primary School Principal
Holy Ghost Parish

Strategic Planning Subcommittees

NURTURING OUR STUDENTS
Mary Huffcutt ‘H16
Michelle Farrow
Debbie Baier
Jamie Dodge
Eric Wedemeyer ‘92
Mary Wermund Jacobson ‘78
Matthew Rider ‘14
Ashley Meinen Rubenzer ‘08
Kelsey Jimenez
Olivia Clark ‘24

PARTNER WITH FAMILIES
Abby Adams
Casey Rozowski
Gwen Doyle
Sarah Bowe Hartjes ‘01
Jenny Schafer
Cindy Boggess
Brittany Steiger Sykora ‘11
Danielle Havenor

GROWING OUR CATHOLIC IDENTITY
Andy Shakal
Erin Brick
Matt Elstran
Mary Beth Amelse Pfeifer ‘87
Greg Gilbertson
Tracy Taylor-Bormann
Fr. Alex Kren
Paula Hanson
John Shakal

EMBRACING OUR COMMUNITY
Alumni/Mirco-Marketing Focus:
Reggie Geissler ‘91
Kathleen Adams
Jaynee Armstrong Brannen ‘03
Cathy Greenseth ‘H14
Rolly Enderes ‘96
Affiliate Schools/Parishes Focus:
Fr. William Felix ‘73
Alysia Bowe ‘98
Jackie Peterson
Janelle Dachel
Annette Hunt
Gina Smiskey
Brian Eslinger
Russ Jensen
Kendra Conley

BUILDING OUR FUTURE
Libby Leinenkugel ‘94
Scott Sokup ‘88
Amber Leibrandt
Molly Bushman ‘98
Rusty Volk
Scott Siegenthaler
Ryan Stelter ‘96
Lori Lubs Geissler ‘89
Dcn. Kevin DeCook
TJ Proue ‘02
Jake Hepfler ‘00



Our Mission

Centered on Jesus Christ and His Church, we partner with families to nurture young people’s spiritual, intellectual, physical, and moral formation through a PreK-12 Catholic liberal arts education and vibrant student life of discipleship, athletics, and the arts.

Our Vision

MACS will be a beacon of faith, hope, and love by inspiring each student to embrace his or her identity as a beloved son or daughter of God, while discovering and developing their unique gifts. We will immerse students and families in an authentic Catholic culture which fosters love of truth, beauty, and goodness. We will challenge all students to pursue academic excellence, critical thinking, and intellectual inquiry. We will prepare McDonell graduates to be a transforming force within society, sharing the Gospel and working for the common good as productive, virtuous citizens.

Our Values

Faith, honor, academic excellence, healthy living, community, and servant leadership.

Message from the MACS System President



Molly Meinen Bushman ‘98
MACS System President

Within these pages, you will find the fruit of a meeting of the minds between school leadership and the community we serve, casting a bold vision for the future of our Catholic schools. We build on a foundation of over 140 years of Catholic education in the Chippewa Valley, in light of tremendous growth in enrollment and vibrancy of our programs in recent years. With the support of our parishes, we are united in faith and called to mission as a beacon of hope to our community.

Our plan sets ambitious goals and objectives designed to attain those goals. Guided by the Holy Spirit, we will achieve success through specific action plans, timelines, and accountability, including annual stakeholder reports on our progress. Our plan is a living document, both measurable and adaptable.

Within this plan, you will find some key terms: **Catholic liberal arts** is a classical educational philosophy in which students learn to reason and communicate well, as they develop a strong moral compass and discover their unique purpose.

Students learn how to think rather than what to think, focused on what is good, beautiful and true. We sometimes call this “future-proof” education as it is not focused primarily on time-limited job skills but rather long-term student success.

Christian discipleship is founded on love of God and neighbor (Mt. 22:37-39) and includes prayer, sacraments, fellowship and the teachings of the apostles (Acts 2:42). Discipleship necessarily extends beyond the theology curriculum, beginning within the heart and mind of the student and extending to faithful service beyond our walls.

The Cardinal Newman Society is a non-profit whose mission is “to promote and defend faithful Catholic education” and which recognizes “exemplary Catholic educators and institutions committed to truth and the integral formation of their students.” We seek Newman Society recognition, considered the gold standard for Catholic schools.

We are proud to share our 2030 MACS Strategic Plan and invite you, our alumni and supporters, to invest in our schools’ future. We are eternally grateful to share in this great work with your support. Thank you and thank God for you.

In Christ our hope,
Molly Meinen Bushman ‘98
MACS System President

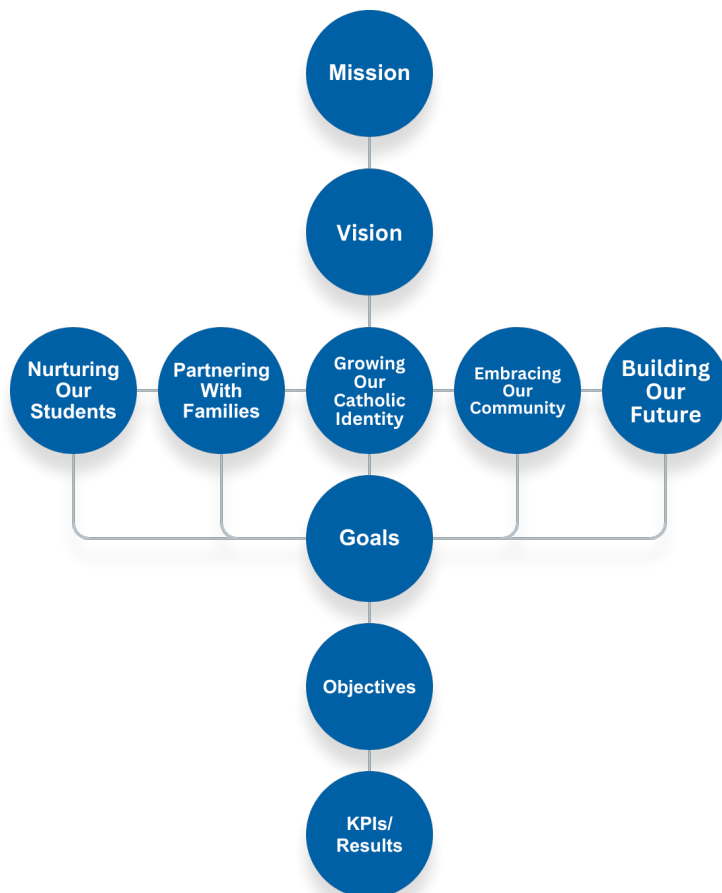


Our Strategic Plan Process

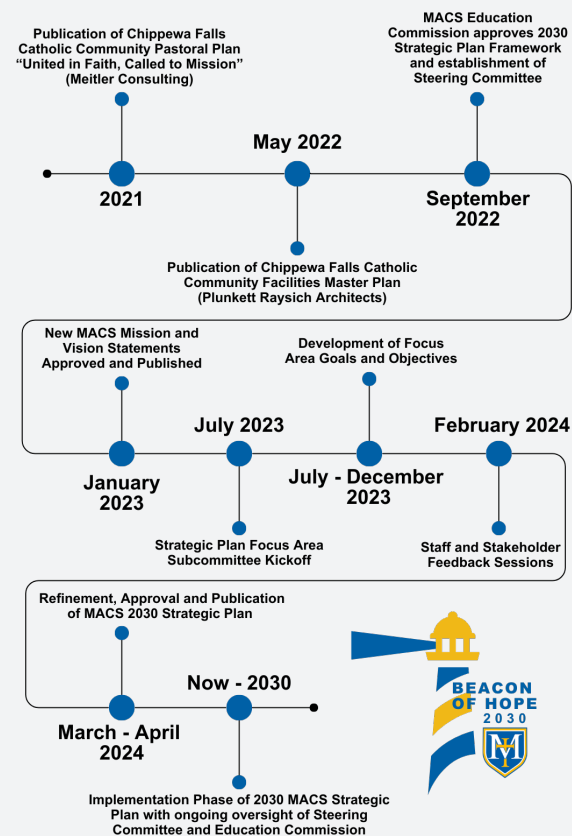
The 2030 Strategic Plan process started in 2021 with the publication of the Chippewa Falls Catholic Community Pastoral Plan *United in Faith, Called to Mission*. Within those documents is the 2021-2026 strategic plan on parish organization, faith formation, social justice, stewardship, communications, finances, and facilities for parishes located in Chippewa Falls. McDonnell Area Catholic Schools was one of those focus areas in which some of the key findings highlighted fundraising policies, and a plan to develop what is now known as our Little Macks 3K and 4K Preschool program.

Below you will find the structure breakdown of our 2030 Strategic Plan. The new mission statement articulates MACS' purpose, while the new vision statement is our aspiration for the future, followed by the five focus areas that were developed by the Steering Committee: **Nurturing Our Students, Partnering With Families, Growing Our Catholic Identity, Embracing Our Community, and Building Our Future**. Our strategic goals are the outcomes we are setting out to achieve, objectives are the initiatives pursued to achieve the strategic goals, and key performance indicators (KPIs) are the quantifiable measure of our objectives to ensure the goals we set out to complete are being accounted for the next 6 years. The steering committee will continue to oversee implementation of the plan.

2030 Strategic Plan Infographic



2030 Strategic Plan Timeline



Focus Area 1

NURTURING OUR STUDENTS

Purpose Statement

► MACS will nurture and challenge students so that they 1) Pursue academic excellence, critical thinking, and intellectual inquiry in a Catholic liberal arts model (intellectual formation); 2) Embrace their identity as a beloved child of God (spiritual formation); 3) Discover and develop their unique gifts (including physical formation); and 4) Become a transforming force within society (moral formation and Christian service). ◀

GOAL 2: GUIDE EACH STUDENT TO EMBRACE HIS OR HER IDENTITY AS A BELOVED CHILD OF GOD THROUGH INTENTIONAL SPIRITUAL FORMATION INTEGRATED THROUGHOUT STUDENT LIFE.

► **Objective 1:** Continue to develop a quality faith-guided youth mentor program PreK-12.

► **Objective 2:** Integrate Catholic discipleship opportunities into extra-curricular activities, such as athletics and the arts.

► **Objective 3:** Develop and implement a process of nurturing student habits of intentional discipleship through the help of Campus Ministry.

"The integration of faith into education nurtures spiritual growth and instills a sense of compassion, empathy, and moral responsibility in students." - MACS Parent

GOAL 3: ENHANCE EXTRA-CURRICULAR OPPORTUNITIES TO HELP DEVELOP AN UNDERSTANDING OF A HEALTHY, WELL-BALANCED LIFE THROUGH ACTIVITIES OF EXPLORATION, ENJOYMENT, SPORTS, AND HOBBIES.

► **Objective 1:** Offer a variety of extra-curricular opportunities PreK-12 for students to develop hobbies, skills in the common arts, and friendship.

► **Objective 2:** Incorporate opportunities for faith, family and leisure for students.

GOAL 4: CHALLENGE STUDENTS TO EXPLORE HOW THEIR UNIQUE GIFTS MAY BE USED IN THEIR CAREER CHOICES AND IN BEING PRODUCTIVE, VIRTUOUS CITIZENS.

► **Objective 1:** Connect extra-curricular opportunities to the understanding of God-given gifts.

► **Objective 2:** Develop and implement a process to help students explore potential careers while strengthening their character and virtue development for needed "life soft skills" in the Catholic liberal arts tradition.

GOAL 5: PREPARE STUDENTS TO BECOME A TRANSFORMING FORCE IN SOCIETY BY DEVELOPING HABITS OF VIRTUE THROUGH SERVICE AND DISCERNMENT OF VOCATION TO MARRIED LIFE, PRIESTHOOD OR CONSECRATED LIFE.

► **Objective 1:** Provide service opportunities that will allow students to grow in virtue and understanding of Christ's teachings and Catholic social teachings.

► **Objective 2:** Ensure students have opportunities to witness and get to know people committed to service in faith.



Focus Area 2

PARTNERING WITH FAMILIES

Purpose Statement

► MACS parents/families and the school will partner 1) to nurture student's intellectual, spiritual, physical, and moral development, 2) while being attentive to challenges to youth mental health, including the effects of social media.◀

GOAL 1: STRENGTHEN PARENT AND FAMILY ENGAGEMENT IN OUR SCHOOL SYSTEM BY CULTIVATING MEANINGFUL RELATIONSHIPS, CONSISTENT COMMUNICATION, AND PURPOSEFUL VOLUNTEER OPPORTUNITIES.

► **Objective 1:** Expand and clarify our parent ambassador program to effectively promote meaningful dialogue and shared values among the school community.

► **Objective 2:** Welcome and integrate new families into the school culture and community.

► **Objective 3:** Promote collaborative, streamlined communication between parents/guardians, teachers/staff, and school leaders.

► **Objective 4:** Increase knowledge of opportunities for parent involvement.

GOAL 2: ENGAGE MACS FAMILIES IN CATHOLIC LIBERAL ARTS AND THE CATHOLIC FAITH THROUGH SUBSTANTIVE COMMUNICATION AND EDUCATIONAL OPPORTUNITIES.

► **Objective 1:** Enable the schools and families to partner to cultivate children's growth in faith, wisdom, strength and virtue with the lens of Catholic teaching.

► **Objective 2:** Help families understand and support the Catholic liberal arts through effective parent education and ongoing communication.

GOAL 3: AS A COMMUNITY, BUILD AWARENESS AND SUPPORT FOR YOUTH MENTAL WELLNESS.

► **Objective 1:** Collaborate with families to be proactive about the benefits and challenges of youth mental wellness.

► **Objective 2:** Connect families with mental health services in the community.

► **Objective 3:** Monitor and understand the usage of mental health resources by students.

► **Objective 4:** Provide information and resources around healthy use of technology.



"The school's commitment to partnering with families nurturing values and virtues is a trusted foundation, fostering an environment where students from all faith backgrounds are welcomed, valued, and engaged." - MACS Parent

Focus Area 3

GROWING OUR CATHOLIC IDENTITY

Purpose Statement

► MACS will continue to develop 1) An authentic Catholic culture which fosters love of truth, beauty, and goodness, 2) Recruitment, retention, and formation of mission-driven faculty, and 3) Faculty and leadership development in Catholic liberal arts (CLA).◀

GOAL 1: STRENGTHEN CATHOLIC CULTURE THROUGH THE TRANSFORMATIVE TRUTH AND BEAUTY OF THE CATHOLIC LIBERAL ARTS, COUPLED WITH DEVOUT SACRAMENTAL CELEBRATIONS AND PERSONAL PRAYER.

► **Objective 1:** Obtain Cardinal Newman Society recognition for K-12 schools.

► **Objective 2:** Adopt a posture of prayer in all things at school, guided by the liturgical calendar, with increased access to and frequency of Mass, Confession and prayer.

► **Objective 3:** Ensure sacred spaces and liturgies are beautiful and in keeping with Sacred Tradition, drawing the minds and hearts of students and faculty toward heaven.

► **Objective 4:** Host cultural events for the community to experience and learn about truth in beauty.



GOAL 2: RECRUIT, HIRE AND RETAIN NEW FACULTY AND STAFF WHO ALIGN WITH OUR SCHOOLS' MISSION AND VISION.

► **Objective 1:** Actively seek Religious Sisters to join the faculty at MACS.

► **Objective 2:** Apply Cardinal Newman Society hiring standards and best practices to ensure all faculty and staff align to mission.

► **Objective 3:** Network and recruit from Catholic colleges, Catholic studies programs, Catholic liberal arts programs, FOCUS (Fellowship of Catholic University Students) and Newman centers.

► **Objective 4:** Collect and quantify feedback from teachers and staff through surveys and interviews to identify areas of concern, attrition risk, etc.

► **Objective 5:** Develop a scholarship for students to attend a Newman College for Education in exchange for returning to teach at MACS, at least for a time.

GOAL 4: IN PARTNERSHIP WITH LOCAL PARISHES, INVITE OUR SCHOOL STAFF, STUDENTS, AND FAMILIES TO EXPLORE THE CATHOLIC FAITH THROUGH PERSONALIZED, DISCIPLESHIP-BASED FORMATION.

► **Objective 1:** Equip current MACS families to mentor and accompany families who are new or exploring Catholicism.

► **Objective 2:** Create an intentional onboarding process for new staff and students that would benefit from catechetical and liturgical formation

GOAL 3: INSPIRE CURRENT MACS LEADERSHIP, TEACHERS, COACHES AND OTHER STAFF TO CONTINUALLY STRIVE FOR ALIGNMENT WITH OUR SCHOOLS' MISSION AND VISION.

► **Objective 1:** Design faculty and staff evaluations which include an emphasis on points related to the MACS Mission and Vision, as well as Catholic liberal arts.

► **Objective 2:** Meet or exceed all Cardinal Newman Society employee best practices and recommendations, including an oath of fidelity that they will uphold the Catholic faith.

► **Objective 3:** Identify and create mechanisms to support and encourage teachers, such as teacher mentorship programs.

► **Objective 4:** Develop a robust onboarding process to ensure new teachers and staff feel welcomed and prepared to contribute.

and includes an invitation to embrace Jesus and His Catholic Church.

► **Objective 3:** Develop a ministry program for non-baptized and non-Catholic students seeking to grow closer to Jesus through sacramental participation.





Focus Area 4

EMBRACING OUR COMMUNITY

GOAL 1: DEVELOP STRATEGIC AND INTENTIONAL RELATIONSHIPS WITH OUR ALUMNI TO DISPLAY HOW WE ARE A TRANSFORMING FORCE IN SOCIETY.

► **Objective 1:** Create and implement planned alumni “days” for each school year with involvement from school staff, students and alumni.

► **Objective 2:** Focus on keeping our alumni engaged through collaboration with our McDonell Alumni Association.

► **Objective 3:** Emphasize our alumni as a “transforming force” in society as part of the overall marketing plan.

► **Objective 4:** Include alumni in MACS communications using diverse media.

GOAL 2: CLEARLY COMMUNICATE OUR SCHOOLS’ UNIQUE VALUE PROPOSITION THROUGH COMPREHENSIVE ENROLLMENT MARKETING PLANS.

► **Objective 1:** Create a comprehensive marketing plan using social media and non-traditional media to reach new families.

► **Objective 2:** Develop a targeted marketing campaign to grow 3K to grade 5 enrollment based on annual data and projections.

► **Objective 3:** Identify and implement the key cultural components MACS must have to create “Vibrant Student Life” marketing campaigns, followed by creation of comprehensive marketing plans centered around Vibrant Student Life in all grade levels.

► **Objective 4:** Research and develop an outreach program for underserved families, including Chippewa Falls

Deanery parishioners who are not currently served by our Catholic schools.

► **Objective 5:** Develop surveys to gather data on existing, new, touring, parish and existing families, which will be used to drive marketing plans and campaigns.

“I am grateful for the enriching experience my children have had as part of the McDonell Area Catholic Schools community.” - MACS Parent

GOAL 3: PROMOTE A POSITIVE, MISSION-FOCUSED IMAGE OF MACS THROUGH DIVERSE MEDIA AND COMMUNITY COLLABORATION.

► **Objective 1:** Leverage new resources to prioritize and align marketing goals and tactics necessary to accomplish the annual MACS marketing plan.

► **Objective 2:** Create an interactive marketing calendar for daily/monthly/annual campaigns that is utilized by all MACS leadership and partners.

► **Objective 3:** Complete a website redesign using the existing web platform.

► **Objective 4:** Identify and engage with someone to execute creative marketing pieces.



Purpose Statement

► MACS will advance and expand its mission through 1) more effective alumni and constituent relations, 2) strategic enrollment marketing aligned to mission, and 3) closer relationships with parishes and affiliate schools within the Chippewa Falls Deanery. ◀

GOAL 4: PROMOTE A PreK-12 CATHOLIC SCHOOL EDUCATION WHICH WILL SERVE ALL STUDENTS IN THE CHIPPEWA FALLS DEANERY PARISHES THROUGH INFORMAL COLLABORATION, WHILE EXPLORING FORMAL PARTNERSHIP.

► **Objective 1:** Ensure the principals of both MACS and affiliate schools, under the leadership of the MACS president, form a supportive working relationship and share information on a regular basis e.g. sharing weekly parent blasts among principals.

► **Objective 2:** Establish a common educational philosophy and collaborate to provide abundant extra-curricular opportunities to all students throughout the Deanery.

► **Objective 3:** Streamline school calendar, communications, and enrollment management to best serve families’ needs, with consideration for parish attendance areas and transportation needs.

► **Objective 4:** Work toward a common framework between all schools (salary schedule, curriculum, courses, and unified manuals).

► **Objective 5:** Establish a task force to formally explore bringing some or all of the affiliate schools under the MACS umbrella.





Focus Area 5

BUILDING OUR FUTURE



Purpose Statement

► MACS will 1) renew its school campuses to meet projected enrollment and educational needs and 2) develop an updated model for long-term financial sustainability which includes tuition, parish investment, and advancement. ◀

GOAL 1: COMPLETE A MAJOR CAPITAL CAMPAIGN TO SUPPORT OUR MASTER FACILITIES PLAN, DESIGNED TO ACCOMMODATE GROWING ENROLLMENT AND PROVIDE VIBRANT LEARNING ENVIRONMENTS.

► **Objective 1:** Complete our master facilities plan for all school campuses which accounts for growing enrollment in alignment to mission.

► **Objective 2:** Continue to collaborate with local parishes so that the MACS master facilities plan serves the Chippewa Falls community as a whole.

► **Objective 3:** Communicate the master plan to all alumni and stakeholders of MACS, the parishes, and the Chippewa Falls community.

► **Objective 4:** Maximize all available resources to complete a major capital campaign and transformative building project.

GOAL 2: ENSURE AFFORDABILITY AND ONGOING SUSTAINABILITY OF OUR SCHOOLS THROUGH CONSISTENT GROWTH IN OUR ANNUAL FUND AND LEGACY GIVING PROGRAMS.

► **Objective 1:** Cultivate relationships with MACS alumni and supporters to invest in the success of our students and teachers through commitment to annual giving, which provides the financial means to keep tuition affordable.

► **Objective 2:** Provide innovative programs to engage young alumni in support of their alma mater through positive messaging and invitations to get involved.

► **Objective 3:** Ensure that all supporters feel connected and understand how their support impacts the success of our students through implementation of a comprehensive stewardship plan.

► **Objective 4:** Develop a robust planned giving program to encourage MACS alumni and supporters to leave a financial legacy in support of our mission and vision into the future.



GOAL 3: SUPPORT EXCELLENT EDUCATIONAL AND CO-CURRICULAR PROGRAMMING THROUGH AN UPDATED FINANCIAL AND OPERATIONAL MODEL.

► **Objective 1:** Implement a competitive teacher salary scale through 2030, review non-contract staff wage and salary, and review benefits package.

► **Objective 2:** Define an updated tuition model to support financial sustainability over a ten-year period.

► **Objective 3:** Project revenue including parish investment levels, tuition (including Choice), and advancement (including long-term Foundation investment funds).

► **Objective 4:** Identify creative programming and innovative revenue streams which add value to our community.

► **Objective 5:** Optimize efficiency through shared expenses with parishes, such as staff, facilities, maintenance and equipment.

“McDonell Area Catholic Schools not only educates minds but also shapes hearts, preparing students to become intellectual, compassionate, and ethical leaders in our ever-changing world.” - MACS Parent



McDonell Central Catholic High School (9-12)
Notre Dame Middle School (6-8)



Holy Ghost Elementary School (3-5)



St. Charles Preschool & Primary School (3K-2)

Our Mission: Centered on Jesus Christ and His Church, we partner with families to nurture young people's spiritual, intellectual, physical, and moral formation through a PreK-12 Catholic liberal arts education and vibrant student life of discipleship, athletics, and the arts.



MCDONELL AREA
CATHOLIC SCHOOLS

Est. 1882