

MNSAA STRATEGIC PLAN

Last Revised September 2009

OBJECTIVE 1 *MNSAA will enhance public awareness, facilitate growth, broaden ownership, and promote the value of accreditation.*

STRATEGY 1 Develop and fully implement an informative, resource-based, effective marketing campaign/packet				
ACTION STEP 1	TIMELINE	RESPONSIBILITY	PROGRESS REPORT	
Seek and publish positive testimonials from accredited member schools to be included in the packet.	Summer 2008	<i>Director / Marketing Committee</i>	<p>May 2008 Director has contract with designer to develop concepts for brochure. (Paid by MCC) Design will be carried over into website and other marketing tools. A significant part of the brochure will include testimonials.</p> <p>Sept 2008 Director solicited positive testimonials from pre-determined school leaders. Selected testimonials that represent a broad spectrum of Association schools are printed in the newly designed brochure. All testimonials are posted on the "Member Schools" page of our website.</p>	
ACTION STEP 2 Develop ads, letters, and clip-art to be used by member schools to publicize and affirm achievement of accreditation.	Summer 2008 ONGOING	<i>Director / Marketing Committee</i>	<p>Sept 2008 In June 2008 the Director supplied newly accredited and renewing schools with a press release and parent information flyer in hard copy and electronically that could be customized to affirm their MNSAA achievement. The MNSAA logo was also provided electronically for posting on their websites and utilizing in promotional materials.</p> <p>Feb 2009 This has become an on-going activity.</p>	
ACTION STEP 3 Create a banner and window cling for member schools achieving full accreditation	Summer Fall 2008 Summer 2009	<i>Director</i>	<p>May 2009 A banner was created for use at the November 2008 Annual Meeting. To date a window cling has not been created.</p> <p>Sept 2009 To date a window cling has still not been created.</p>	
ACTION STEP 4 Update accreditation certificate to include "Member Since" and other pertinent information	Summer 2009	<i>Director</i>	<p>Sept 2009 All accreditation certificates included "Member Since" information when published in the summer.</p>	

<p>ACTION STEP 5 To promote the value of accreditation, develop policy to explicitly require non-accredited school to remove MNSAA references from all publications</p>	<p>Fall 2009</p>	<p><i>Board of Directors</i></p>	
<p>STRATEGY 2 MNSAA will continue to build strong relationships among member schools and other organizations in order to further the mission.</p>			
<p>ACTION STEP 1 Annually identify options for more visibility and interaction at educational events.</p>	<p>TIMELINE 2008 - to future</p>	<p>RESPONSIBILITY <i>Director / Marketing Subcommittee</i></p>	<p>PROGRESS REPORT May 2008 Director attended NCEA Convention, MISF Conference, and principals' meetings in the spring of 2008 with an eye on how MNSAA could potentially market. Sept 2008 Director scheduled to attend ACSI conference in October 2008. May 2009 The Director attended Archdiocesan Principals meetings and Metropolitan Principal's Academy throughout the 2008-09 school year. Sept 2009 The Director met with WELSAA leadership in August. Plans are in place for MNSAA and WELSAA to collaboratively present accreditation options at the WELS educational convention in October.</p>
<p>ACTION STEP 2 Provide the Accredited Memo to members and their shareholders on an ongoing basis.</p>	<p>2008 - to future</p>	<p><i>Director</i></p>	<p>May 2008 The Accredited-Memo was published to member schools, associate schools, jurisdictional offices, and other stakeholders in January and April 2008. Sept 2008 An Accredited-Memo was published to stakeholders in August 2008. Feb 2009 An Accredited-Memo was published electronically to stakeholders in January 2009. May 2009 An Accredited-Memo was published in hard copy format to Association Schools in April and electronically to other stakeholders. Sept 2009 An Accredited-Memo was published in hard copy format to Association Schools in August and sent electronically to other stakeholders and friends.</p>

	<p>ACTION STEP 3 Host informational meetings according to interest and need.</p>	<p>TIMELINE 2008-11 to future</p>	<p>RESPONSIBILITY <i>Director/Board of Directors</i></p>	<p>PROGRESS REPORT</p> <p>May 2008 Director hosted informational renewal seminars across the state in November 07 and May 08. Director hosted informational Team Chair seminars across the state in Jan- March 2008.</p> <p>Sept 2008 Director hosted training sessions for new Team Chairs in June 2008. Accreditation renewal sessions for schools whose eligibility expires in June 2011 are scheduled for May 2009. The November 2008 Annual Meeting will provide breakout sessions to learn more about the accreditation process, the role of onsite visiting team chairs, and MNSAA annual requirements.</p> <p>Sept 2009 Director hosted training sessions for new Team Chairs in September 2009. Accreditation renewal sessions for schools whose eligibility expires in June 2011 were held in May 2009. The November 2009 Annual Meeting will provide breakout sessions to learn more about the accreditation process, the role of the onsite visiting team chairs, and MNSAA annual requirements. The Director meets individually with inquiring schools and new principals upon request.</p>
	<p>ACTION STEP 4 Develop and expand relationships with colleges and universities, jurisdictional leaders, government agencies, business community, and others (Non-Public School Ed Council).</p>	<p>2008 - to future</p>	<p><i>Director and Board of Directors</i></p>	<p>May 2008 Director appointed to MN Nonpublic Education Council in January 2008. Attended February 2008 MCC Leadership Forum day on the hill. Participated in the JRLC Day on the Hill event in March 2008. Increased communication with jurisdictional leaders in Spring.</p> <p>Sept 2008 In preparation for November 2008 Annual Meeting, Director solicited several private colleges and universities for participation and sponsorship. The President of Bethel University will be the keynote speaker. Breakout sessions will be led by speakers from Hamline University, St. Mary's University, and TIES.</p> <p>Director became a member of the MN Council of Nonprofits in the Summer of 2008 and attends informational sessions and seminars.</p> <p>Director continues to serves on the MN Nonpublic Education Council.</p> <p>Feb 2009 Met with Catholic Superintendents to review concerns and answer questions.</p> <p>May 2009 St. Mary University will be the event sponsor for the 2009 MNSAA Annual Meeting.</p> <p>Director attended conference at Gainey Conference Center with nonprofit leaders from across the state.</p>

				<p>Director has become a member of MN CAPE – Council for American Private Education.</p> <p><small>Sept 2009</small> In preparation for November 2009 Annual Meeting, Director solicited several private colleges and universities for participation and sponsorship. The president of Saint Mary’s University will be the keynote speaker. Saint Mary’s University has agreed to be the event sponsor. Breakout sessions will be led by speakers from MDE School Improvement Division, the MN School Safety Center, TIES, and others. Director met with Archdiocesan and WELS jurisdictional leaders in the summer of 2009. Director joined MN ASCD and MPA for the 2009-10 school year.</p>
	<p>ACTION STEP 5 Design and send a welcome mailer to new nonpublic school administrators at the beginning of each academic year.</p>	<p>TIMELINE Fall 2008 Fall 2009</p>	<p>RESPONSIBILITY <i>Director / Marketing Committee</i></p>	<p>PROGRESS REPORT</p> <p><small>Sept 2008</small> Not accomplished to date. During the Summer of 2008, Director met personally with new administrators who have taken over schools that have accreditation eligibility due to expire in 2009 or 2010. By October 15, 2008, all new administrators will be known through the required Basic Information report. In September, the director introduced self and sent gift to three new superintendents – Karla Cross (New Ulm), Al Foley (Crookston), Marty Frauenheim (Archdiocese).</p> <p><small>Sept 2009</small> All new administrators are not fully known to date as this is information gathered in the Fall reports. All new Association administrators received the August MNSAA mailing with an invitation to participate in the 2009 MNSAA Annual conference. A brochure and invitation to register for the fall conference was sent to all non-Association WELS principals and others who have inquired about MNSAA accreditation. A letter specific to welcoming to MNSAA will be sent to all new Association school administrators in November.</p>
	<p>ACTION STEP 6 Provide a presence at the WELS Fall Conference</p>	<p>2009 into the future</p>	<p><i>Director / Marketing Committee</i></p>	<p><small>Sept 2009</small> Plans for presenting at the WELS fall conference on October 15, 2009, are in place. The MNSAA Director and WELSAA Director will co-present the values of accreditation to WELS leaders.</p>
	<p>ACTION STEP 7 Provide a presence at the August 2010 MCEA Convention</p>	<p>August 2010</p>	<p><i>Director / Marketing Committee</i></p>	

STRATEGY 3 Recruit new member schools.				
ACTION STEP 1 Send information packet to potential member schools.	TIMELINE 2008-09	RESPONSIBILITY <i>Director</i>	PROGRESS REPORT Sept 2008 The newly designed MNSAA brochure was printed in September 2008. It will be sent with an informational letter to all nonpublic schools in Minnesota that are not currently accredited by MNSAA or in the process of accreditation. Oct 2008 A letter of invitation to the Annual Meeting and a brochure was sent to all metro area nonpublic schools not currently members of the Association. Sept 2009 A brochure and invitation to register for the fall conference was sent to all non-Association WELS principals and others who have inquired about MNSAA accreditation.	
ACTION STEP 2 Develop list of non-accredited schools in Minnesota.	2009-10	<i>Director</i>	Sept 2009 A list of all non-accredited Catholic and WELS schools is available. A list of all nonpublic schools in MNSAA is available.	
ACTION STEP 3 Survey non-accredited schools for interest and need	2009-10	<i>Director / Development Committee</i>	Sept 2009 A survey is being developed and still in draft format.	
ACTION STEP 4 Devise a strategy for contacting non-accredited schools.	2009-10	<i>Director / Development Committee</i>		
ACTION STEP 5 Host informational meeting for non-accredited schools.	2010-11	<i>Director / Development Committee</i>		
STRATEGY 4 Foster ownership, communication and collaboration among the stakeholders of member schools.				
ACTION STEP 1 Develop a database to include principals, school board chairpersons, and pastors.	TIMELINE Summer 2009	RESPONSIBILITY <i>Director</i>	PROGRESS REPORT Sept 2009 Information is being gathered from Fall 2009 Basic Information forms.	
ACTION STEP 2 Identify information needed for communication through an Annual Report with principals, school board chairpersons and pastors.	TIMELINE Fall 2009	RESPONSIBILITY <i>Director / Marketing Committee</i>		

	ACTION STEP 3 Develop and publish a MNSAA Annual Report to stakeholders.	TIMELINE Spring 2010	RESPONSIBILITY <i>Director / Marketing Committee</i>	
OBJECTIVE 2 <i>Promote the mission of the association.</i>				
STRATEGY 1 Develop the MNSAA website.				
	ACTION STEP 1 Develop a web design.	TIMELINE Winter 2009	RESPONSIBILITY <i>Director / Marketing Committee</i>	PROGRESS REPORT <small>Sept 2008</small> The foundation for a MNSAA website is in the process of being laid. The brochure design will be significant in the total format. In the interim, the Director utilized available FrontPage software to get a temporary website up and running. It can be viewed at www.mnsaa.org While not intended to meet all needs of the Association, this temporary site allows potential sponsors and schools to learn more about MNSAA.
	ACTION STEP 2 Elicit the expertise needed to develop and maintain the web site.	Winter 2009	<i>Director / Marketing Committee</i>	PROGRESS REPORT <small>May 2008</small> Director has been in consultation with area school technologists and local designers. <small>Sept 2008</small> The Director is working with a consultant – Colleen Sauter to define website parameters
	ACTION STEP 3 Construct the web site.	Spring 2009	<i>Director / Marketing Committee</i>	<small>Sept 2008</small> The temporary MNSAA website was launched in August 2008.
	ACTION STEP 4 Update quarterly to reflect changes in MNSAA	Spring 2009 into future	<i>Director</i>	<small>May 2009</small> The MNSAA website was last updated in March 2009. <small>Sept 2009</small> The MNSAA website was last updated in August 2009.
	ACTION STEP 3 Analyze need for improvement annually.	Fall 2009 into future	<i>Director / Board of Directors</i>	
STRATEGY 2 Develop support tools for member schools				
	ACTION STEP 1 Identify focus for links and post	TIMELINE 2008-09	RESPONSIBILITY <i>Director / Marketing Committee</i>	PROGRESS REPORT <small>May 2008</small> At February 2008 retreat, Director shared a draft of possible web pages and links. This discernment process will continue during the 2008-09 fiscal year.

				Sept 2008 On the interim website, diocesan offices, schools affiliations, and sponsors are posted as links.
ACTION STEP 2 Identify tools to support schools' needs	2009-10	<i>Director / Marketing Committee</i>		
ACTION STEP 3 Develop resource list of specialists who could provide mentorship in specified areas.	Winter 2009	<i>Director / Marketing Committee</i>		
ACTION STEP 4 Maintain links, resources and quarterly review.	Fall 2010	<i>Director / Marketing Committee</i>		
STRATEGY 3 Improve the telephone structure for organizational purposes.				
ACTION STEP 1 Discuss possibilities of MNSAA having a direct line so receptionist appropriately answers w/ organizational name.	TIMELINE Fall 2007	RESPONSIBILITY <i>Board of Directors</i>	PROGRESS REPORT May 2008	Directors secured support from the MCC Executive Director in the Fall of 2007.
ACTION STEP 2 Determine economical feasibility of changing telephone service	Winter 2007-08	<i>Director/Board of Directors</i>	May 2008	Direct costs of the T1 line will not be passed along to MNSAA. The monthly stipend MNSAA pays MCC will increase by 4% in the 2008-09 fiscal year. A portion of the increase will off-set additional phone expenses.
ACTION STEP 3 Implement telephone change if determined economically feasible.	Spring 2008	<i>MCC Office Manager</i>	May 2008	MNSAA's direct line was installed in March 2008. Stakeholders were advised of the new number via email, Accredited-Memo, and mailed business cards. Phone is now answered by MNSAA Director. The MNSAA direct line is 651/256-7588. All member and associate schools were advised of this change. To date, letterhead has not been updated.
STRATEGY 4 Utilize technology for member training.				
ACTION STEP 1 Determine training needs within the membership.	TIMELINE Fall / Winter 2010	RESPONSIBILITY <i>External Expert / Director</i>	PROGRESS REPORT	

	ACTION STEP 2 Train staff to address the needs of the membership – via technology.	Spring 2011	<i>External Expert / Director</i>	
	ACTION STEP 3 Post training on website.	Ongoing	<i>External Expert / Director</i>	
STRATEGY 5 Develop tools to facilitate office organization and record keeping.				
	ACTION STEP 1 Research possible archival approaches.	Winter 2010	<i>Director</i>	
	ACTION STEP 2 Define financial and skills required for feasibility of various archival approached defined.	Spring 2010	<i>Finance Committee / Director</i>	
	ACTION STEP 3 Implement archival approach selected.	Summer/ Fall 2010	<i>Director</i>	
OBJECTIVE 3 Ensure sustainability, effectiveness, and quality of association and provide for continued enhancement.				
STRATEGY 1 Update strategic plan for organization.				
	ACTION STEP 1 Obtain input from member schools and stakeholders for annually updating Strategic Plan.	TIMELINE Annually Fall	RESPONSIBILITY <i>Director / Board of Directors</i>	PROGRESS REPORT Nov 2008 Members were made aware of the strategic plan at the Annual Meeting and encouraged to comment and advise.
	ACTION STEP 2 Review and update strategic plan	Annually Fall	<i>Director / Board of Directors</i>	May 2008 A draft of the strategic plan was first presented at the December 2007 Board meeting. At the February 2008 retreat the Director was assigned to update and refine the document. Updates were presented to the Board at the May 2008 meeting. The document will be ready for publication in the Summer of 2008. Sept 2008 During the Summer of 2008, members of the board Marketing and Development Committee updated the strategic plan. Board approval will be solicited on September 22, 2008.

				<p>Feb 2009 The Executive Committee reviewed the strategic plan at the Board Retreat and made recommendations for updating.</p> <p>May 2009 The MNSAA Development Committee recommended updates and changes to the strategic plan.</p> <p>Sept 2009 The strategic plan was updated in September 2009 to incorporate updates on progress and the results of Directors self-evaluation.</p>
	<p>ACTION STEP 3 Present strategic plan and report progress to members annually or continually by posting on website.</p>	<p>Annually Fall</p>	<p><i>Director / Board of Directors</i></p>	<p>Nov 2008 Members were made aware of the strategic plan at the Annual Meeting. An abridged version of the plan is posted on the website and updated regularly.</p>
	<p>ACTION STEP 4 Annually review mission statement.</p>	<p>Annually Fall</p>	<p><i>Director / Board of Directors</i></p>	<p>Sept 2008 It was determined that the Board will annually review the MNSAA mission and philosophy statements in September of each year. The Board was encouraged to reflect on the MNSAA mission and philosophy statement prior to attendance at the regularly schedule September 22, 2008 meeting. Discussion will be held at that time.</p> <p>Nov 2008 Members approved a recommended change to the mission statement. This change was updated in all print materials and on the website.</p> <p>Sept 2009 The MNSAA Mission and Philosophy statement are annually reviewed at the September Board of Directors meetings. Any recommendations for change are taken to the full Association for approval at the November Annual Meeting</p>
STRATEGY 2 Work with a balanced budget.				
	<p>ACTION STEP 1 Determine alternate financing sources for the organization</p>	<p>TIMELINE 2008-09</p>	<p>RESPONSIBILITY <i>Director / Board of Directors / Finance Committee</i></p>	<p>PROGRESS REPORT</p> <p>Sept 2008 In preparation for the Fall 2008 Annual Meeting, the Director developed a "Sponsorship Opportunities" packet which has led to a significant increase in sponsors for the upcoming event. It is evident that budgeted income will exceed projections in this regard.</p> <p>Sept 2009 The "Sponsorship Opportunities packet was published again in 2009. A Board of Directors' Retreat sponsor will be solicited this year.</p>

ACTION STEP 2 Determine and adequately assess staffing requirements to carry out work of the organization	2008-09	<i>Director / Board of Directors / Finance Committee</i>	May 2009 The Finance Committee proposed an Office Financial Procedures Manual that was amended and adopted by the Board of Directors.
ACTION STEP 3 Seek grant monies for non-profit organizations	2009-10	<i>Director / Board of Directors</i>	May 2009 The Development Committee researched grant opportunities for non-profit organizations and discerned that the economic climate was not ripe for securing grant monies at this time. Additionally, the Director found in archives a significant number of grant applications that had previously been denied.
ACTION STEP 4 Seek In-kind contributions for operation of organization (Consider publishing request lists in Accredited Memo)	2009-10	<i>Director Board of Directors/ Finance Committee</i>	
STRATEGY 3 Provide and enhance the Board Development structures and committee work.			
ACTION STEP 1 Assess board membership positions and duties	TIMELINE Feb 2008	RESPONSIBILITY <i>Board of Directors</i>	PROGRESS REPORT May 2008 At the February 2008 Retreat, Board members defined four standing committees – Finance & Budget; Marketing & Development; Governance; Executive. Committees were assigned chairpersons and directed to draft a listing of roles and responsibilities to be discerned at the May 2008 board meeting.
ACTION STEP 2 Review and define duties: working committee roles/consultative committee roles/Institution or Professional Board (Concepts of Work, Wealth, Wisdom)	Fall 2008	<i>Director / Board of Directors</i>	Sept 2008 Purposes and duties of board standing committees were drafted during the Summer of 2008. The Board refined and approved these definitions at their September 22, 2008 meeting. Dec 2008 Final revisions to the roles and responsibilities of each standing committee were approved.
ACTION STEP 3 Explore areas of cooperation with organizational membership and/or Advisory Board	Feb 2009	<i>Board of Directors</i>	
ACTION STEP 4 Utilize leadership from member schools on organizational committees.	2009-10	<i>Board of Directors</i>	Sept 2009 A principal from Duluth area schools served on the preschool discernment committee in the summer of 2009.

STRATEGY 4 Create a tool to guide Board of Directors understanding of roles and responsibilities				
ACTION STEP 1 Determine qualification guidelines and critical responsibilities for MNSAA Board Members	TIMELINE Summer 2008	RESPONSIBILITY <i>Governance Committee</i>	PROGRESS REPORT Sept 2008 During the Summer of 2008 the Board defined qualification guidelines, goal setting requirements, and self-assessment strategies for board members. These were presented at the September 2008 board meeting. Dec 2008 Final revisions to the roles and responsibilities of each standing committee were approved.	
ACTION STEP 2 Establish Code of Conduct for Board Members to include conflict of interest and confidentially statements	2008-09	<i>Governance Committee / Director</i>	May 2009 A code of conduct was brought before the Board of Directors for approval by the Governance Committee.	
ACTION STEP 3 Evaluate existing MNSAA policies and practices for board of directors	2008-09	<i>Governance Committee / Director</i>	May 2009 The Governance Committee presented a member's qualifications draft for the Board of Director's approval.	
ACTION STEP 4 Compile information into a handbook	Summer 2009	<i>Director</i>	Sept 2009 A Board of Directors Handbook was published in February 2009.	
ACTION STEP 5 Distribute handbook to members and utilize for board in-service training	September 2009	<i>Executive Committee / Director</i>	Sept 2009 A Board of Directors Handbook was published in February 2009. No formal board in-service process or procedure has been developed to date.	
ACTION STEP 6 Evaluate the effectiveness of the handbook	Annually beginning Fall 2009	<i>Governance Committee</i>		