

DAMIEN MEMORIAL SCHOOL
STRATEGIC PLAN 2009-2013

Preface

In June of 2009, the Long Range Planning Committee and the Administration conducted meetings and surveyed various stakeholders of Damien Memorial School in preparation for a strategic planning retreat.

The planning retreat was held on June 26, and June 27, 2009 at the St. Stephen's Diocesan Center on Pali Highway and the participants included representation from the Board of Directors, Long Range Planning Committee, administration, faculty, and parents. The Hawaii Alliance of Nonprofit Organizations (HANO) was engaged to assist as facilitators for the retreat. Ms. Lily Bloom Domingo and Ms. Jennifer Cornish Creed served as excellent facilitators and challenged the participants to thoroughly analyze the stakeholders' input and collectively develop a realistic long range plan for Damien Memorial School that would embrace the next five years.

As agreed, all board and long range planning committee members received a document from HANO entitled: **"Damien Memorial School Strategic Plan 2009-2013 Notes."** This document included a revised Mission Statement that was not yet finalized by the group, guiding principles/core values that required more definition, three strategic goals agreed upon by the group, a sample operational plan and all discussion notes.

In an effort to introduce a draft strategic plan for review and action by the Long Range Planning committee and the Board, the Administration, with the assistance of Ms. Domingo, further revised the Mission Statement and defined some guiding principles and expanded the core values emerging from discussions at the planning retreat. The goals that were agreed by the planning retreat participants, however, remained in the proposed strategic plan.

The Long Range Planning Committee met on September 8, 2009, and following their comments and modifications the Committee members unanimously recommended approval of the strategic plan articulated in the following pages by the Damien Board of Directors and the Members of the Congregation of Christian Brothers of Hawaii, Inc.

The Administration of Damien Memorial School is deeply appreciative of the parents, students, faculty, Christian Brothers, alumni, board members, Kalihi business community, and Long Range Planning Committee for their thoughtful feedback and assistance in shaping the future for Damien Memorial School. Finally, the Administration and Board of Directors thank Ms. Domingo and Ms. Creed for sharing their skills and playing a major role in the preparation of this document for review and action by the Damien Board of Directors.

Mission Statement

(Revised 09.08.09)

Damien Memorial School guides young men from all walks of life to become responsible, respectful and community-minded gentlemen who are prepared to excel in higher education and are ready for the challenges in their future. As a community of faith missioned by the Roman Catholic Church, we espouse the message of the Gospel of Jesus Christ as exemplified in the Essential Elements of an Edmund Rice Christian Brother Education and through the selfless service of Saint Damien of Molokai.

Guiding Principles: Essential Elements of an Edmund Rice Christian Brother Education

The Essential Elements of an Edmund Rice Christian Brother Education include:

- Evangelizes youth within the mission of the Church.
- Proclaims and witnesses to its Catholic identity.
- Stands in solidarity with those marginalized by poverty and injustice.
- Fosters and invigorates a community of faith.
- Celebrates the value and dignity of each person and nurtures the development of the whole person.
- Calls for collaboration and shared responsibility in its mission.
- Pursues excellence in all its endeavors.

Core Values

We are committed to fulfilling our Mission through our core values, which include:

Catholic Identity:

Damien Memorial School is a private, non-profit, Catholic school for young men in middle and high school years. We are missioned by the Universal Catholic Church and espouse the teachings of Jesus Christ. As a Catholic school, emphasis is placed upon the spiritual well being of each student and all students are required to participate in Christian Service programs.

Excellence in Education:

The Administration, Faculty and Staff are committed to provide excellence in education that will position our students to seize opportunities available in institutions of higher learning and desired choices of careers.

“Viriliter Age” or “Act Manfully:

“Viriliter Age” in Latin means “Act Manfully.” This is Damien Memorial School’s motto which challenges our students to be mindful of ethics, morality, respect for others, and accountability for one’s actions. The senior class student who most exemplifies “Viriliter Age” receives this highest award at the School’s commencement exercises.

Health and Safety:

Health and safety of the students, faculty, and employees of Damien Memorial School are a high priority. The School Administration will endeavor to maintain ongoing compliance with applicable public state and federal safety laws and implement preventive measures to heighten campus security as appropriate.

Financial Assistance and Scholarships:

We accept our ongoing commitment to provide financial assistance to the poor and marginalized who qualify for enrollment at Damien Memorial School. We pledge to aggressively seek funding for financial assistance and scholarships and implement a business model to minimize or remove financial barriers for prospective students.

Community Service:

As a Catholic School sponsored by the Congregation of Christian Brothers of Ireland and named after Saint Damien of Moloka‘i, helping to address the various needs of our community is our passion. We are located in the heart of Kalihi because we believe that the community-at-large will be better served with the educational programs offered and our commitment to help the poor, beautify our environment, and address other humanitarian needs.

Customer Service Excellence:

The administration, faculty, and employees of Damien Memorial School pledge to deliver our promise to provide quality education in a safe, faith-based environment. All of our employees and faculty accept our responsibility to meet or exceed your expectations of timely, accurate, and courteous customer service.

STRATEGIC GOALS

Goal 1:

Damien Memorial School will develop and implement a master plan for building and grounds utilization and maintenance that will encompass upgrades or new classroom(s), offices, athletic facilities and conference rooms.

Objective 1

- **Establish a process for the development of a Facilities Master Plan by an outside consulting firm, including but not limited to, the following areas:**
 - **Identify future facility needs to strengthen Damien's operational infrastructure that will increase efficiency and growth and improve student learning.**
 - **Complete documentation of utilization of structures on campus and plot unused areas of property available for future development, to include a condition assessment for annual budget of life cycle and maintenance.**
 - **Perform an energy audit to identify cost-saving conservation measures.**

Objective 2

- **In support of the School's Action Plan for Technology, complete and implement an IT Plan, including evaluation of current and future infrastructure needs that will support voice and data technology.**

Goal 2:

Establish a business plan that ensures Damien Memorial School's ongoing financial sustainability and secures resources to fulfill its mission and core values to serve and educate the poor.

Objective 1

- **Develop a tuition and financial assistance model that will have the potential to maximize and sustain an adequate level of enrollment without compromising financial viability and quality.**

Objective 2

- **Proactively seek collaborative agreements with educational partners to enhance enrollment, financial resources, and shared services via a comprehensive Development Plan that addresses all elements of the Damien Community, including private donors, foundations, alumni, and corporations.**

Objective 3

- **Analyze data from compensation surveys and establish a salary and benefit program for faculty and staff that supports the need for highly qualified and efficient personnel who are committed to Catholic education and the Essential Elements of an Edmund Rice Christian Brothers Education.**

Goal 3:

Promote Damien Memorial School as a quality educational institution and expand its reach into new and diverse community constituencies.

Objective 1

- **In support of the School’s Action Plan for Curriculum and Professional Development, provide financial support for an ongoing professional development program that will allow the School to systematically evaluate its current academic program and teaching methodologies in light of current research in order to better address the moral, spiritual, intellectual, and physical needs of all its students.**

Objective 2

- **Provide support for the establishment and continued growth of a functioning Alumni Association as a means of broadening support for the School’s programs within the larger Hawaii community.**

Objective 3

- **Develop an effective public relations and marketing program that helps to identify and “brand” the Mission and Philosophy of the School.**