



Dr. Donna Kiel

TO: Marmion Academy Leadership Team

FROM: Dr. Donna Kiel, Co-educational Transition Project Manager

DATE: March 16, 2025

RE: Project Management Report – First Site Visit Assessment

EXECUTIVE SUMMARY

The initial on-site visit to Marmion Academy by Project Manager Dr. Donna Kiel established a strong foundation for the co-education transition project. The visit confirmed significant pre-existing support from faculty and leadership while identifying a few initial concerns from stakeholders. Key accomplishments of the Marmion administration include establishing committee structures, communicating to stakeholders, hiring a project manager, visiting other schools that have transitioned, initial timeline development, and creating a strong foundation for this 18-month project. The project is in its initial phases with clear direction.

RECOMMENDATIONS:

After a careful review of the on-site meeting insights and the materials provided by Marmion, the following recommendations are requested to be considered:

1. The current 11 committee structure has some committees with just 2 people or just a few. To eliminate the risk of negativity bias and limited perspectives, take 11 committees and create two distinct structures to ensure positive flow of work and communication.
 2. Using the 11 Committee structure; create “meeting” committees and keep the 11 committees as “working group” committees.
 3. Here is a recommended revision to consider
- Committee Meeting Structures
- Student Life, Student Affairs, Student Support Committee – ½ President & Principal Staff – Rename as “Student Focus Committee”
 - Technology, Facilities, Athletics– ½ President & Principal Staff – Rename as “Structures and Systems Committee”

- Department Chairs, Academic Committee, - – ½ President & Principal Staff – Rename as “Curriculum & Culture Committee”
- Advancement, Admissions - – ½ President & Principal Staff – Rename as “Culture and Climate Committee”

Committee Working Group Structures

(Stay with the 11-committee model to work on tasks discussed in the larger committees)

a.

PROGRESS OVERVIEW

Completed:

- Initial assessment of campus facilities
- Introduction to faculty and staff
- Establishment of committee structure and membership
- Initial stakeholder feedback collection

In Progress:

- Committee meeting scheduling
- Decision matrix development
- Timeline refinement
- Priority action identification

Overall Status: The project has begun with strong positive response from faculty and leadership. The groundwork done by Marmion leadership prior to Dr. Kiel's arrival provides an excellent foundation for the transition. Initial feedback indicates general support with isolated pockets of concern that will need targeted engagement.

Schedule: Committees will select meeting times every other week using Dr. Kiel's calendar link to create regular meeting cadences. This structured approach will ensure consistent progress and clear communication channels.

Budget: Thus far on budget. No unexpected expenses have been identified during the initial assessment phase.

Risks:

- A small group of parents has expressed resistance to the transition. This information was shared with Dr. Kiel through conversations with leadership rather than being directly witnessed during the visit.
- A small number of faculty members have expressed hesitation about certain aspects of the co-education transition, particularly regarding classroom dynamics and tradition preservation.
- Potential for communication gaps between committees without proper coordination framework.

Mitigation Suggestions for Leadership Approval

- Announce Dr. Kiel's availability to meet with any resistant stakeholders
- Provide ongoing access to Dr. Kiel for any resistant faculty
- Consider consolidating the 11 committees to have fewer committees with more personnel on each committee.

Upcoming:

- Development of a decision-making matrix to ensure consistent and transparent processes across all committees
- Dr. Kiel will meet with each committee to create a priority ranking of decisions
- Establishment of short, medium, and long-term goals for each committee
- Creation of communication protocols for sharing information between committees and with stakeholders

Challenges & Issues:

- Need to create a formalized process where stakeholders with concerns about the transition can voice them through appropriate channels, rather than sending emails directly to the Abbott and President
- Balancing preservation of Marmion's rich traditions while embracing necessary changes for co-education
- Ensuring consistent messaging across all stakeholder groups
- Maintaining momentum while allowing for thorough consideration of all aspects of the transition

KEY PERFORMANCE INDICATORS (KPIs)

Project Completion Percentage: 3% - This represents the launch phase of the project with initial structures and processes established

NEXT STEPS

- **Project Manager:** Dr. Kiel will meet with each committee to implement the decision matrix and further develop the timeline. This will ensure alignment across workstreams and establish clear priorities for the coming months.

ACTION ITEMS

Task: Facilitate first committee meetings for all established committees

Due Date: March 31, 2025

Assignee: Dr. Donna Kiel

Task: Create decision priority matrix for evaluating and ranking transition elements

Due Date: March 31, 2025

Assignee: Dr. Donna Kiel

Task: Develop comprehensive timelines for each committee's deliverables

Due Date: March 31, 2025

Assignee: Dr. Donna Kiel

Task: Establish detailed task lists for each committee's immediate work

Due Date: March 31, 2025

Assignee: Dr. Donna Kiel

COMMENTS

The initial visit demonstrated the strong foundation of Marmion Academy and the commitment of its leadership to a thoughtful, mission-aligned transition to co-education. The established committee structure provides an excellent framework for addressing all aspects of this transition. Key focus in the coming weeks will be on establishing rigorous decision-making processes, clarifying committee responsibilities, and developing effective communication channels for addressing concerns.

NEXT REPORT

The next project status report will be delivered on March 31, 2025, following the completion of first committee meetings and the establishment of decision-making frameworks.