

# STRATEGIC PLAN

URSULINE ACADEMY

# INTRODUCTION

In 1848, four brave Ursuline Sisters arrived in St. Louis from their homelands of Austria and Bavaria to establish a school for young, German women. Devoted to their mission and filled with a vision of what the school could become, they quickly realized that flexibility would be demanded. The Sisters learned that to teach effectively the German-speaking girls in the changing immigrant world around them, the Ursulines needed to teach lessons in both German and English. These founding Sisters wisely understood that the best of plans would require adjustments from time to time better to serve the Academy's students.

It is in the same, progressive spirit of our founding Sisters that our current Board of Trustees sanctioned the development of an Ursuline Academy Strategic Plan for the next five years and beyond. It is built not just from the work of the past year, but upon several preceding efforts. The Plan is the collaborative work of many dozens of members of the Ursuline family – students and parents, faculty and staff, trustees and alumnae, and very importantly, the Ursuline Sisters. We thank all of the Plan's contributors for their creative ideas, expert observations and advice, and tireless hours spent developing an inspiring and challenging yet workable Plan.

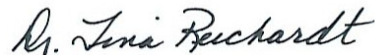
The Plan is not merely an arrangement of ideas on paper, but a living, breathing work in progress with many players executing the numerous directives and initiatives outlined therein. It differs from traditional "long-range" plans in that most of the directives are not intended to have an end time or completion date. The objectives of the plan incorporate ongoing activity and invite occasional adjustments. The committee anticipated that even within a few years, Ursuline's educational landscape may change, thus requiring updates to the Plan. This flexibility again reflects the awareness of an ever-changing society and Ursuline's capacity to adjust to needs as they arise.

The Plan was developed using the Baldrige National Quality Program's Education Criteria for Performance Excellence. All initiatives are categorized under five strategic objectives. Goals, action items and metrics were developed to carry out the objectives over the next five years and beyond. The creative and innovative ideas contain a synergy throughout, ultimately uniting as one cohesive Plan to further the Mission of Ursuline.

As you will see from the details which follow in this booklet, we have chosen these five areas of focus:

- Charism
- Co-Worker Success
- Financial Resources
- Graduate Profile and
- Lifelong Relationships.

Please join us in the journey for the next decade and beyond.



Dr. Tina Reichardt  
*President*



Margaret Hesse '85  
*Chair, Strategic Planning Committee*

# MISSION STATEMENT

Ursuline Academy of St. Louis, founded in 1848, and under the sponsorship of the Ursuline Sisters, is a private Catholic college preparatory high school for young women. In a community environment, built on standards of academic excellence and respect for the uniqueness of each person, Ursuline Academy educates students for Christian living and leadership in a global society, nurtures the development of the whole person and her potential, and cultivates within its students a spirit of lifelong service through its motto of SERVIAM, “I will serve.”

*The Ursuline Academy of St. Louis Strategic Plan reflects the Ursuline Academy Mission. The Mission guided the Strategic Plan Committee and its subcommittees in all planning stages and will continue to guide the Academy in the implementation of the Strategic Plan.*

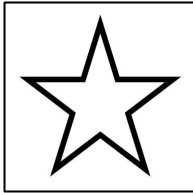


# STRATEGIC PLAN VISION

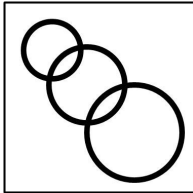
As an exemplary component of the global Ursuline-sponsored educational network, Ursuline Academy is the St. Louis region's premier diverse women's Catholic educational community grounded in its Mission.



## SUMMARY OF THE STRATEGIC OBJECTIVES, GOALS, & ACTION PLANS



The Strategic Plan is organized under five Strategic Objectives—Charism, Graduate Profile, Co-worker Success, Life-Long Relationships, and Financial Resources. Goals have been developed under each Strategic Objective with each goal to be accomplished through the implementation of each listed action plan. The success in accomplishing each goal will be monitored by a responsible party or parties who will also use the accountability measures which we have identified. In addition, the Executive Committee of the Board of Trustees will monitor the implementation of the Strategic Plan. The Plan will be reviewed and revised on an annual basis to assure that it continues to provide the direction necessary for Ursuline Academy of St. Louis.



A general summary of the objectives, goals and action plans follows. The Strategic Planning Committee and subcommittees have developed detailed action plans which include suggestions for implementation, accountability measures, timelines, estimates of resources necessary to implement and sustain the actions items, the identified responsible parties, and assessment tools.





# CHARISM

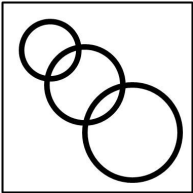
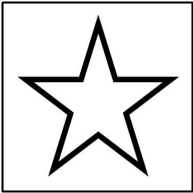
**UA is successfully living and furthering the Ursuline charism.**

**Formation of the entire Ursuline Academy community in the Ursuline charism occurs on a continuing basis.**

- Increase communication of charism to all UA constituencies.
- Provide formation opportunities and education for parents and alumnae.
- Ensure all UA co-workers and students are immersed in the charism.

**Ursuline Academy fully lives the Ursuline Vision and Mission through its integration in the global Ursuline community.**

- Educate the Ursuline community about Ursuline ministries around the world.
- Utilize the global Ursuline network as a way to establish and integrate a theme for the UA community with cross-curricular possibilities.





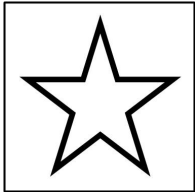
# GRADUATE PROFILE

**Ursuline Academy instills its core values in each student through mastery of the Ursuline Academy Graduate Profile in order to create a life-long commitment to faith-based living and leadership in a global society.**



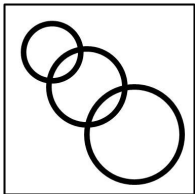
**The UA Graduate Profile is aligned with the Core Values and the Hallmark of Academic Excellence for the “21<sup>st</sup> Century Learner” and is continually utilized to measure student success.**

- Appoint individuals who will align *spiritual formation and faith development* and *commitment to peacemaking* with the Graduate Profile.
- Investigate the feasibility and effectiveness of an ePortfolio system.
- Create a method of assessment that addresses knowledge and understanding of core values.



**All curriculum areas are designed to develop an appreciation of many aspects of diversity.**

- Investigate methods of interaction with the global community (other Ursuline schools).
- Continue to nurture and support a community that celebrates and includes the unique gifts of every individual.





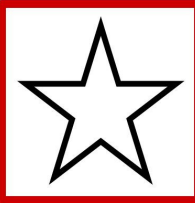
# CO-WORKER SUCCESS

**Ursuline Academy enables and empowers each co-worker to be successful in an educational environment.**



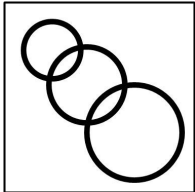
**Each co-worker has an annually reviewed and updated individualized career plan, based upon Ursuline Academy's Core Values.**

- Identify two teams – one for academic and one for non-academic areas – to develop a career plan for each co-worker.
- Develop the plan based on research of existing plan and altering to meet UA's unique needs.
- Implement plan and periodically review with each co-worker.



**All co-workers recognize their leadership responsibilities, are provided opportunities for the development of leadership skills, and are acknowledged as leaders.**

- Heighten awareness for the need to show appreciation for people who take responsibility for leadership.
- Provide professional development to foster leadership skills.
- Define leadership expectations and leadership opportunities for all co-workers.



**Co-workers effectively employ best practices in an educational setting.**

- Create list of best practices using current practices as reference points.
- Provide in-services and workshops for the development of best practice skills.
- Monitor the employment of best practices by co-workers.



**Co-workers are motivated and find fulfillment in their Mission.**

- Continue to impart the vision and Mission of UA to co-workers.
- Continue to offer a competitive employment package to co-workers.





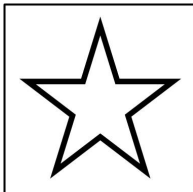
# LIFELONG RELATIONSHIPS

**UA cultivates a mutually beneficial relationship with its broad constituency in the spirit of “Forever Ursuline: Never Say Goodbye.”**



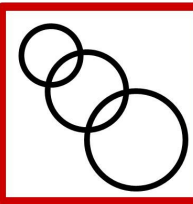
**UA recognizes and promotes Ursuline’s lifelong relationship with its community – alumnae, parents, grandparents, current and former faculty – through their engagement with UA.**

- Create and/or promote various opportunities for alumnae involvement and increase communications highlighting alumnae connections and achievement.
- Create and/or promote various opportunities for parents’ (past and current) involvement and increase communications for parent awareness.
- Encourage student philanthropy and promote “alumnae training.”



**UA establishes and maintains valuable service-oriented community outreach opportunities.**

- Create and implement service day opportunities that encourage alumnae, students and parents’ joint participation.
- Foster an understanding of the UA Mission and the history of UA traditions as relative to the 21<sup>st</sup> century.



**UA continually enhances and actively promotes its image.**

- Admissions focus: incorporate new approaches and avenues to draw students to UA.
- General marketing focus: focus messaging on what UA brings to Catholic education in St. Louis.





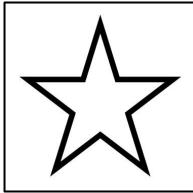
# FINANCIAL RESOURCES

**Ursuline Academy has financial resources to realize its vision and continue its legacy.**



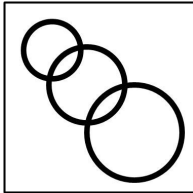
**Ursuline Academy has secured funding in excess of the cost of education.**

- Identify and pursue resources for grants to UA.
- Increase bequests to UA.
- Establish an ongoing Capital Campaign.



**Ursuline Academy is financially attainable for prospective students.**

- Secure additional scholarships for students from sources other than UA.
- Establish both a percentage of participation goal and a monetary goal for each class relating to scholarship funding.
- Explore other options for tuition schedule.
- Review all current department budgets and reduce any non-essential spending.



**Ursuline Academy has well-defined infrastructure projects and related funding available to provide state-of-the-art facilities to accomplish the goals of the Ursuline Academy Graduate Profile.**

- Conduct a facilities audit.
- Establish a renewals-and-replacement schedule for existing facilities, including prioritizing projects and their estimated costs.
- Develop a well defined master plan for the campus and facilities, including a prioritization and costof capital projects, to be reviewed annually.



**Ursuline Academy has the financial and related resources to continually attract, retain and develop highly qualified co-workers.**

- Establish a succession plan for responding to vacancies created by the retirement or resignation of key co-workers.
- Review the benefits and salaries of all employees at least bi-annually to ensure that Ursuline Academy remains competitive with other Catholic schools in the St. Louis area.
- Explore other options for benefits for co-workers as a way to increase overall salary package.
- Secure funding from outside sources for co-worker development and/or recognition.

For questions or comments about the Strategic Plan and its process please contact Margaret Hesse '85, Chair of the SPC at mhesse@tuethkeeny.com or Deb Flores, Director of Advancement, at dflores@ursulinstl.org or 314-984-2811.

### *Strategic Plan Core Committee Members*

Deb Flores • Dr. Mark Gilligan • Margaret Hesse '85 • Dennis Johnson • Tom Johnson • Sally Maguire '76 • Dr. Tina Reichardt  
John Wilson • David Broughton • Sr. Mary Ann Dooling, osu • Mike Everding • Sr. Madonna O'Hara, osu • Terri Rogan



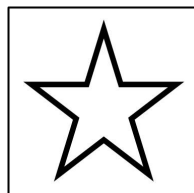
#### *Charism*

Bob Becherer  
Sr. Lois Castillon, osu '60  
Jim Day  
Sr. Mary Ann Dooling, osu  
Pat Harris '62  
Kimberly Kolkovich '03  
Julie Millburg '10  
Mary Anne Pickering  
Terri Rogan  
Patricia Ruzicka '09  
Sr. Elisa Ryan, osu '62  
Jane Tayon



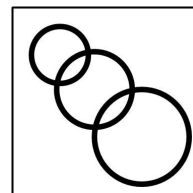
#### *Graduate Profile*

Kathleen Broughton  
Darienne Brueggen  
Jessica Dalton  
Tori Davis '11  
Cathy Deutsch  
Maureen Herrmann '77  
Craig Hunt  
Toni Hunt '79  
Paula Jung '82  
Patty Kernell  
Colleen McCorry  
Kathleen McGovern '01  
Doug & Kim '79 Milford  
Sr. Madonna O'Hara, osu  
Andrea Rechiene '11  
Dr. Tina Reichardt  
Jane Ries  
Nikki Weston '98



#### *Co-Worker Success*

Sr. Elizabeth  
Carpentier, osu  
Ray Cattaneo  
Bernyce Christiansen '60  
Mark Gilligan  
Jean Grana  
Margaret Grotpeter '60  
Chris Guthrie  
Dennis Johnson  
Dr. Maria Orlando  
Katy Pawlowicz  
Kris Pelizzaro  
Anne Marie  
Striebel-Griffin '97



#### *Life-Long Relationships*

Carole Barnett '68  
Nancy Benz '50  
Susan Bruno  
Deb Flores  
Jane Hanneken '44  
Katie Kempf '01  
Tim Leon  
Sally Maguire '76  
Trish Mantia '10  
Nancy Marino  
Debbie Meister '73  
Sara Paynter '09  
Mary Ann Schulte '79  
Tina Steck  
Sue Thomasson  
Angela Zylka



#### *Financial Resources*

Annie Bardgett  
Dave Broughton  
Marianne Burkemper  
Mike Everding  
Gary Grewe  
Joan Hannegan '82  
Margaret Hesse '85  
Lisa Huff  
Katie Mizera '01  
Michelle Murray '90  
Tom Scherrer  
Bob Thomasson  
John Wilson  
Mike Woodling  
Jean Woodward



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