

Ursuline High School Board of Directors

Strategic Plan 2013-2018

Vision Statement

In the spirit of our Catholic Faith and Tradition, Ursuline High School continues its commitment to academic excellence, 21st century facilities and technology, financial sustainability, and community engagement, thereby preparing young people for servant leadership as exemplified by Saint Angela Merici.



Adopted August 27, 2013

STRATEGIC AREA: CATHOLIC IDENTITY

Ensure that all members of the Ursuline community actively demonstrate the beliefs and values of our Catholic Faith and Tradition and the Charism of Saint Angela Merici.

Goal 1: Provide specific funding for elements of the religious education program.

Goal 2: Strengthen the relationship between parishes and Ursuline High School to increase reciprocal ministerial activities.

Goal 3: Continue formation of students, faculty, and Directors in the Charism of Saint Angela Merici.

Goal 4: Continue to identify additional community service opportunities.

STRATEGIC AREA: ACADEMIC EXCELLENCE

Assure student success by continuing to strengthen curriculum and instruction, nurturing academic achievement and college/career preparation, and instilling the value of lifelong learning.

Goal 1: Enhance technology curriculum, instruction, and support.

Goal 2: Increase funding for professional development opportunities for teachers.

Goal 3: Facilitate academic achievement for all students.

Goal 4: Update and improve science laboratory facilities.

STRATEGIC AREA: 21ST CENTURY FACILITIES AND TECHNOLOGY

Enhance the Ursuline campus, infrastructure, buildings, equipment, technology, and grounds.

Goal 1: Designate specific enhancement projects yearly through 2018.

Goal 2: Designate specific budgets for buildings, technology, infrastructure, and grounds.



STRATEGIC AREA: FINANCIAL SUSTAINABILITY

Formulate and execute comprehensive policies for sustainable long-range financial stability.

Goal 1: Increase the value of the endowment to \$5,000,000 by 2018.

Goal 2: Raise \$5,000,000 by 2018 in new major gifts to fund strategic projects.

Goal 3: Create a \$400,000 cash reserve fund.

STRATEGIC AREA: OPTIMAL ENROLLMENT/MARKETING

Optimize enrollment by continuing to utilize successful methods of recruitment, providing needed resources, and communicating student achievement throughout the Mahoning Valley.

Goal 1: Develop an ongoing source of funding for the marketing and recruitment plan.

Goal 2: Broaden Ursuline's outreach to alumni, major employers, and community organizations in the Youngstown metropolitan area.

Goal 3: Utilize social media and updated technology for marketing and recruitment.

STRATEGIC AREA: COMMUNITY ENGAGEMENT

Engage the Ursuline community in civic partnership opportunities to sustain, enhance, and serve the greater Ursuline neighborhood.

Goal 1: Broaden partnerships with existing neighborhood groups and collaborate on issues of mutual interest.

Goal 2: Collaborate with specific community groups to revitalize the greater Ursuline neighborhood.



STRATEGIC AREA: CATHOLIC IDENTITY

Ensure that all members of the Ursuline community actively demonstrate the beliefs and values of our Catholic Faith and Tradition and the Charism of Saint Angela Merici.

Goal 1: Provide specific funding for elements of the religious education program.

Strategies:

1. Identify the budget amount designated for religious education.
2. Provide Bibles for all incoming freshmen.
3. Search out foundations and donors interested in Catholic activities.
4. Solicit funds from the Ursuline Sisters of Youngstown Ministry Fund for specific projects.

Goal 2: Strengthen the relationship between parishes and Ursuline High School to increase reciprocal ministerial activities.

Strategies:

1. Promote ministerial opportunities for students in local parishes and Ursuline.
2. Promote increased opportunities for theological formation for students and faculty.
3. Identify service opportunities and extra-curricular projects to enhance the opportunities for servant leadership experiences.
4. Schedule luncheons with the local pastor and students to develop ideas where the local parish and the school can work together in the area of continued faith formation.

Goal 3: Continue formation of students, faculty and Directors in the Charism of Saint Angela Merici.

Strategy:

1. Provide yearly student, faculty, and Board of Directors in-service on the Charisms of St. Angela Merici.

Goal 4: Continue to identify additional community service opportunities.

Strategies:

1. Promote charitable action through service projects.
2. Prepare students to become members of society by giving them the necessary tools to bring faith into action through the Christian Service Program.
3. Support mission trips in 2014, 2016, and 2018.
4. Continue retreats at the Villa for Ursuline students.



STRATEGIC AREA: ACADEMIC EXCELLENCE

Assure student success by continuing to strengthen curriculum and instruction, nurturing academic achievement and college/career preparation, and instilling the value of lifelong learning.

Goal 1: Enhance technology curriculum, instruction, and support.

Strategy:

1. Raise funds to sustain an ongoing technology staff person.

Goal 2: Increase funding for professional development opportunities for teachers.

Strategies:

1. Provide funding for continued professional development for teachers.
2. Evaluate the efficacy of funded professional development opportunities.

Goal 3: Facilitate academic achievement for all students.

Strategies:

1. Schedule a mid-year meeting with the Strategic Planning Committee and the administration to identify priority needs in the academic programs.
2. Present new initiatives relating to academic programs needing additional financial support.
3. Review the OCSAA Plan developed by Ursuline administration and faculty.

Goal 4: Update and improve science laboratory facilities.

Strategies:

1. Convene an ad-hoc committee of science teachers and consultants to provide input relating to lab renovation.
2. Gather information on other schools' experiences with new labs and equipment.
3. Present to the Facilities Committee the recommendations of the ad hoc committee.



STRATEGIC AREA: 21st CENTURY FACILITIES AND TECHNOLOGY

Enhance the Ursuline campus, infrastructure, buildings, equipment, technology, and grounds.

Goal 1: Designate specific enhancement projects yearly through 2018.

Strategies:

1. Convene an ad-hoc committee to plan the science wing upgrade.
2. Utilize the Cafaro contribution to initiate science wing updates: 2014-2018.
3. Complete cafeteria renovation: 2014
4. Purchase and demolish the house on Bryson, prepare grass and land to Madison: 2015.
5. Replace boiler unit: 2014
6. Plan and complete the following upgrades: window replacement, new building; classroom ceiling fans, carpeting, and blinds; boys lavatories; Wick Avenue ramp and entrance (2015-2018).

Goal 2: Designate specific budgets for buildings, technology, infrastructure, and grounds.

Strategy:

1. Identify estimates and funding sources for each project approved for action within the annual facilities plan.



STRATEGIC AREA: FINANCIAL SUSTAINABILITY

Formulate and execute comprehensive policies for sustainable long-range financial stability.

Goal 1: Increase the value of the endowment to \$5,000,000 by 2018.

Strategies:

1. Sponsor information sessions with private equity firms regarding liquidity events in 2013 and 2014.
2. Increase donor-directed contributions by approaching Ursuline alumni and persons/families who already support endowed scholarships.
3. Develop literature to explain the advantages of estate planning and IRA distributions to prospective donors.
4. Create the literature to support a major gifts initiative and develop an electronic version along with a letter solicitation.
5. Increase the amount of funds available for tuition assistance programs to 20% of the total tuition revenue.

Goal 2: Raise \$5,000,000 by 2018 in new major gifts to fund strategic projects.

Strategies:

1. Conduct a coordinated and ongoing major gifts solicitation, including approaching local foundations, focusing on three areas: annual giving, major gifts, and planned giving.
2. Explore raising funds through successful local economic activity.
3. Identify and approach current and former Ursuline parents about participating in giving opportunities.
4. Utilize our current database to identify prospects for future giving.

Goal 3: Create a \$400,000 cash reserve fund.

Strategies:

1. Designate a percentage of annual fund raising contributions towards the cash reserve fund.
2. Designate \$20,000 of operating funds each quarter towards the cash reserve fund.



STRATEGIC AREA: OPTIMAL ENROLLMENT/MARKETING

Optimize enrollment by continuing to utilize successful methods of recruitment, providing needed resources, and communicating student achievement throughout the Mahoning Valley.

Goal 1: Develop an ongoing source of funding for the marketing and recruitment plan.

Strategies:

1. Pursue alumni donations to provide a stream of revenue for Ursuline's marketing and recruitment efforts.
2. Explore the feasibility of 2 to 4 annual fundraising opportunities to support Ursuline's marketing and recruitment efforts.

Goal 2: Broaden Ursuline's outreach to alumni, major employers, and community organizations in the Youngstown metropolitan area.

Strategies:

1. Identify and invite alumni with children who live outside the traditional feeder district to Ursuline Alumni and marketing events.
2. Expand the Ursuline newsletter mailing list to include Youngstown State University, Saint Elizabeth Medical Center, and other major employers. Pursue other avenues to connect with employees of these institutions.
3. Utilize the Youngstown/Warren Chamber of Commerce membership list to reach potential parents and students.

Goal 3: Utilize social media and updated technology for marketing and recruitment.

Strategies:

1. Showcase alumni and student success, consistently and in a timely manner, through social media sites such as Facebook and Twitter.
2. Use text messaging and e-mail blasts to market to potential students/parents.
3. Encourage student participation by creating supervised opportunities, such as posting Ursuline-related photos and blogs on Ursuline's website.
4. Develop a concise and overarching digital marketing strategy for Ursuline's administration, alumni, and student body.



STRATEGIC AREA: COMMUNITY ENGAGEMENT

Engage the Ursuline community in civic partnership opportunities to sustain, enhance, and serve the greater Ursuline neighborhood.

Goal 1: Broaden partnerships with existing neighborhood groups and collaborate on issues of mutual interest.

Strategies:

1. Convene neighborhood summits to engage commercial, institutional, and residential constituents committed to improving a shared neighborhood.
2. Develop a consensus around specific projects for improving the shared neighborhoods.
3. Engage neighborhood constituents with alumni and students on projects to address neighborhood priorities.

Goal 2: Collaborate with specific community groups to revitalize the greater Ursuline neighborhood.

Strategies:

1. Identify potential collaborative partners committed to improving the major corridors.
2. Prioritize infrastructure improvements beginning in 2013 and going through 2018.
3. Partner with the city and others to extend the Gateway Project to improve the Bryson corridor in 2013-2014.
4. Collaborate with community constituents to improve the Wick 6 corridor in 2014-2016.
5. Collaborate with community constituents to address the Madison Avenue corridor in 2015-2017.
6. Collaborate with community partners to address the Wick corridor from McGuffey Road to Commerce Street in 2016-2018.
7. Identify annual opportunities to engage students and alumni in improvement projects in the spirit of servant leadership.

