



VILLA VICTORIA ACADEMY

Strategic Plan Overview

INTRODUCTION:

The mission of Villa Victoria Academy, consistent with the Catholic vision of the Religious Teachers Filippini, is to respect the inherent dignity of each individual, to educate the whole person, and to empower young women to reach their full potential and influence the world according to the Will of God. In an effort to continue the mission of the Religious Teachers Filippini and specifically of Villa Victoria Academy, the Board of Directors established a committee to study the school and establish a rolling three-year strategic plan. The first year of the plan is 2019-2020. The plan reflects the participation of all constituencies – parents, students, faculty, and alumnae – through surveys and multiple focus group discussions led by members of the Board of Directors in the Spring of 2018 through the Spring of 2019. Four major themes emerged: (1) Catholic Identity and Mission, (2) Community Life and Citizenship, (3) Academic Excellence, and (4) Financial Planning and Development.

I. Catholic Identity and Mission are the foundation of Villa Victoria Academy.

Villa Victoria Academy offers a holistic approach to education, encouraging personal development and confidence through an emphasis on spiritual life, academic excellence, and community spirit and service. Fostering a Catholic identity in an increasingly secular world while remaining relevant to today's young women presents a unique but challenging opportunity. By embracing what people expect and value from traditional, Catholic education (faith, values, excellence in education, self-discipline, thoroughness, leadership, confidence) and emphasizing what makes Villa Victoria Academy uniquely positioned to deliver that value, Villa will attract additional young women. To that end, the following goals will guide the development of action plans that leverage our strengths and address identified challenges.

Goal 1.1 - Emphasize and celebrate the value of our Catholic identity.

- Market our Catholic identity intentionally.
- Integrate Gospel values and Catholic identity into curricular and co-curricular activities.

Goal 1.2 - Strengthen the community of faith.

- Increase opportunities for sacramental life.
- Increase opportunities for community service.
- Expand spiritual events.
- Add more teacher / student retreats.

Goal 1.3 - Integrate the charism of St. Lucy.

- “Empower the Mission” program for faculty and staff.

- Hire and train teachers with an emphasis on becoming “Villa Teachers,” focusing on the unique benefits of all-girls, Catholic education.
- Develop opportunities to interact with other Sisters Filippini (e.g. at the motherhouse; other convents).

II. Community Life and Citizenship animate the mission of Villa Victoria Academy.

The importance of community life (school-sponsored programs and activities that reside outside the core curriculum, contribute to student development, and engage the broader community) and citizenship (the school’s culture of engagement) cannot be underestimated. A culture of engagement encourages the entire Villa Victoria Academy community (students, parents, faculty, staff, administration, alumnae, directors, trustees, and friends) to own the mission and to play a role in the success of every girl as well as the school. It is essential, therefore, that all parties understand and fulfill their roles as citizens. The following goals highlight key opportunities for development.

Goal 2.1 – Instill a sense of citizenship among all constituencies.

- Emphasize #ittakesavilla with alumnae, parents, students, staff and faculty.
- Define and communicate “citizenship” at an institutional level.
- Define constituency and related “citizen” roles so each group is fully functioning in their role.

Goal 2.2 - Ensure continued engagement through representation and communication.

- Develop a structure to consider input from all constituencies.
- Continue to enhance social media communication.
- Solicit feedback through surveys and other vehicles.

Goal 2.3 – Evaluate and respond to the diverse needs of the VVA community.

- Examine co-curricular activities and traditions in light of changing needs.
- Continue to explore ways to manage and prioritize activities, including the dynamic tension that exists among activities due to sometimes competing membership and schedules.
- Continue to balance and communicate support of both arts and athletic activities.

III. Academic Excellence is a hallmark of Villa Victoria Academy.

At the core of this theme are the factors that contribute to academic excellence – the course offerings and their availability; the student’s involvement in making course choices and helping determine her path; the resources and infrastructure to support the program; the staffing of a rich, varied curriculum; and of course, professional development. An important issue that surfaced throughout the academic discussions involved the theme of Villa Victoria’s identity. Villa Victoria Academy is small by design and helps young women develop into intellectually and spiritually strong, well-rounded individuals. The focus is a faith-based, rigorous academic program that is further enriched by co-curricular offerings, including athletics and the arts.

Goal 3.1 – Solidify and communicate the identity and vision of Villa Victoria Academy.

- Research similar schools and compare/assess programs and offerings.
- Determine the influence and position of the arts at Villa.
- Spread the word that Villa gives students the opportunity to be well-rounded while being focused on academic excellence.
- Emphasize the value of a rigorous college-prep curriculum as well as the individualized support provided to help students reach their goals.
- Utilize this information to establish stronger relationships with colleges.

Goal 3.2 – Examine and assess curriculum offerings.

- Assess value and interest for new curricular offerings, including virtual classroom, STEM courses, independent study, additional science, and elective opportunities.
- Offer varied electives on a consistent schedule.
- Assess current requirements.
- Create a course catalog.
- Involve each student more in selecting her academic path.

Goal 3.3 – Promote excellence in teaching and support services.

- Support the professional development of faculty and staff.
- Ensure that facilities and technology infrastructure support the educational experience.
- Enhance and communicate the support systems available at Villa.

IV. Financial Planning and Development are the sustenance of Villa Victoria Academy.

Key to the foundation supporting the advancement of the Villa Victoria mission is sound financial management. The main strategic financial objective is for Villa Victoria to be self-sustaining (i.e. no deficits or province loans) by the end of the three-year planning horizon. To that end, the following goals to guide VVA's financial management are as set forth below.

Goal 4.1 Close the gap between the annual cost per student and annual tuition revenue.

- Increase percentage of “full pay” students.
- Increase net tuition received to 75% of gross.
- Increase tuition rate for grades 8-12 annually to assist in closing “the gap” while enabling the school to attract and retain students.
- Reset tuition rate for grades 6-7 to a more competitive level to attract more students.
- Use marketing investments to attract more students with transportation access.

Goal 4.2 Increase contributed and miscellaneous income.

- Increase annual development income by an amount equal to or greater than the incremental cost of hiring a full time resource, by FY 2021-22.
- Consider rate increases and additional uses for facilities rentals.

- Explore additional partnerships that will enhance miscellaneous income, including from facilities rentals.

Goal 4.3 Continue strong expense management.

- While expecting no cost cutting over the planning horizon, manage expenses prudently with a target not to exceed 3% of salaries and market rate adjustments for other major expense areas, such as health benefits, insurance, and energy costs.

CONCLUSION:

The Villa Victoria Academy strategic plan encompasses that which will continue to move forward the mission of the Religious Teachers Filippini who strive to follow in the footsteps of Christ the Teacher. The Villa experience nurtures the whole person and, with the help of God's grace, motivates each student to reach her full potential. The strategic action plan that will be developed identifies specific steps to be taken over the course of three years: 2019-2020, 2020-2021, 2021-2022. At the end of the 2019-2020 school year, the strategic action plan will be reviewed and steps will be developed for 2022-2023. This process will be repeated each year and will continue to roll forward each year thereafter.