



# ST. URSULA VILLA

**Cultivating Excellence Together**

**STRATEGIC GROWTH PLAN**

2022-2027

## SUMMARY

It is with excitement and anticipation that we share St. Ursula Villa's Strategic Growth Plan that outlines our vision and goals to advance the school for the next five years.

The planning process was led by the school administration and the Board of Trustees, in partnership with the Institute for School and Parish Development. We engaged hundreds of people along the way, including teachers and staff, parents, alumni, friends, and supporters. The number of participants and the dedication they showed to the process is a testament to the community's commitment to the school and its future success. We are thankful for all who gave of their time, input, and resources.

The planning process centered around four domains: **Mission and Catholic Identity, Governance and Leadership, Academic Excellence,** and **Operational Vitality.** These domains were further broken down into planning areas. Planning Area Teams were enlisted to analyze the school's strengths and opportunities for growth. A total of thirty-three challenges were identified and solutions proposed. Challenges were prioritized by the participants. The top twelve challenges form the goals that we will strive to achieve with this plan.

St. Ursula Villa's vision for *Cultivating Excellence Together* acknowledges our continued commitment to advancing excellence in all areas and reaffirms our commitment to the Catholic faith and the Ursuline charism. As reflected in our core values, we recognize the dignity and uniqueness of all students, the development of the whole person, and care of the individual. We will strive to build a community that is welcoming and inclusive where students become lifelong learners, confident and engaged individuals, compassionate citizens, and respectful advocates.

Over the next few months, we will begin to implement strategic initiatives and create actionable plans that will address the top priorities. With your support and assistance, we will continue to build on St. Ursula Villa's traditions as we plan for future growth.



## DOMAINS AND PLANNING AREAS:

### MISSION AND CATHOLIC IDENTITY

- ◆ Ursuline Identity and Diversity Integration
- ◆ Community Building and Engagement

### GOVERNANCE AND LEADERSHIP

- ◆ Faculty Recruitment and Professional Development

### ACADEMIC EXCELLENCE

- ◆ Academic Instruction
- ◆ Development of the Whole Child

### OPERATIONAL VITALITY

- ◆ Enrollment Management
- ◆ Communications and Marketing
- ◆ Development and Fund-Raising
- ◆ Financial Planning



**MISSION AND CATHOLIC IDENTITY**

## OUR MISSION

St. Ursula Villa is an independent Catholic school educating students from early childhood through eighth grade. Rooted in the Ursuline tradition, we cultivate excellence in a Christ-centered community through spiritual formation, academic growth, whole child development, and service to others.

## CHARACTERISTICS OF AN URSULINE EDUCATION



**Christ-centered spirit of St. Angela Merici**



**Recognition of the dignity and gifts of all students**



**Emphasis on the development of the whole person**



**Academic excellence in all subjects**



**Commitment to Christian service**



**Emphasis on diversity within the school**



**Personal care for the individual**



**Spirit of optimism and openness**



**Strong family spirit within the school**

## URSULINE IDENTITY AND DIVERSITY INTEGRATION

St. Ursula Villa will ensure the continuation and deepening of our Ursuline identity and values among students, teachers, staff, and community. St. Ursula Villa will promote the nine characteristics of an Ursuline education and advance a culture that celebrates the diverse gifts and uniqueness of each individual.

### ◆ GOAL:

Keep the Ursuline presence and spirit alive in our school.

### ◆ ACTION ITEMS:

Use the passion and the expertise of the Ursuline Identity Committee and the Ursuline Education Network to find creative and innovative ideas to best educate our community about what it means to be an Ursuline school.

Build an educational program around *Our Mission* so it will be fully integrated and evidenced within the school's culture.

### ◆ GOAL:

Foster a more inclusive school culture in order to plant the seeds to grow a more diverse community within our Ursuline tradition.

### ◆ ACTION ITEMS:

Create a Director of Mission Integration staff position to lead diversity and inclusion initiatives.

Develop additional resources and opportunities to promote a welcoming, inclusive environment and increase understanding and knowledge of the diverse world around us.

## COMMUNITY BUILDING AND ENGAGEMENT

St. Ursula Villa will create a plan that will improve communication and engagement fostering true, outward-facing, active participation in an open and inclusive community.

### ◆ GOAL:

Improve and clarify communication to make it more effective, personal, engaging, and direct.

### ◆ ACTION ITEMS:

Design a process that will establish consistency in teacher-to-parent communication across grade levels.

Create a communication plan that will show the proper protocol and channels of communication and provides consistent age-appropriate individualized information about educational, emotional, and social development.

Inventory past and current community-building events and resources. Develop ways to strengthen past events and implement new ones that include both informational and social aspects.



## GOVERNANCE AND LEADERSHIP

## FACULTY RECRUITMENT AND PROFESSIONAL DEVELOPMENT

St. Ursula Villa will implement policies and practices that aid in the recruitment and retention of top talent who are committed to our mission and core values; strengthen professional development opportunities for all staff; and create a culture that fosters growth and promotes connection, appreciation, and affirmation among employees.

### ◆ GOAL:

Create a structured, intentional professional development program to help employees reach their independent goals while aligning to the collective school goal.

### ◆ ACTION ITEMS:

Create a Professional Development committee to assist in identifying resources and opportunities to support faculty and staff in achieving their individual goals and work in conjunction with the administration to research and identify resources to support the annual school goal.

Develop and implement a system for increased opportunities for teachers to receive feedback on their instructional approach. Work with and guide each employee to jointly create measurable and meaningful goals.

Provide more internal communication, feedback, and recognition opportunities for faculty and staff in order to create a culture that promotes connection, appreciation, and affirmation.

### ◆ GOAL:

Create a unique, structured, consistent, and transparent recruitment and hiring experience that attracts top candidates and reflects St. Ursula Villa's mission and values.

### ◆ ACTION ITEMS:

Review and revise the current hiring process to include a structured interview experience that stands apart from other private schools.

Develop a process that will tie this priority into the Marketing Plan and educate key St. Ursula Villa stakeholders on how to recruit new staff members.





**ACADEMIC EXCELLENCE**



## ACADEMIC INSTRUCTION

St. Ursula Villa will provide an uncompromising academic program delivered through rich content and curriculum and proven instructional practices. We will foster an engaging learning environment through dynamic, passionate teachers who nurture strong relationships with students and parents.

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### ◆ GOAL:

Implement lessons which promote creative and critical thinking skills and increase the use of varied forms of assessments in all subject areas.

### ◆ ACTION ITEMS:

Evaluate current instructional materials as they relate to creative and critical thinking.

Provide meaningful, on-going, and school-wide professional development focused on creative and critical thinking lessons and assessments.

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### ◆ GOAL:

Provide maximum time for instruction of core subjects and common teacher planning time across grade and area levels.

### ◆ ACTION ITEMS:

Conduct research of other school day schedules, including Ursuline schools, that prioritize core subjects and teacher collaboration and planning.

Modify the existing schedule in a way that prioritizes time in core subjects and increases opportunities for teacher collaboration.

## DEVELOPMENT OF THE WHOLE CHILD

St. Ursula Villa will enrich the whole student by fostering emotional, social, and intellectual growth through enhanced opportunities that support each student to reach their full potential.

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### ◆ GOAL:

Implement consistent and comprehensive practices between classrooms to nurture the development of the whole child.

### ◆ ACTION ITEMS:

Adopt and communicate a school-wide homework policy that follows evidence-based research.

Support teachers in developing and utilizing meaningful curriculum maps and lesson plans to effectively meet the academic needs of students.

Research and develop programs that reinforce positive behavior throughout the school community.



**OPERATIONAL VITALITY**

## ENROLLMENT MANAGEMENT

St. Ursula Villa will optimize enrollment and engage the community in the admissions, recruitment, and retention process.

◆ **GOAL:**

Demonstrate and articulate the Villa's perceived value to prospective parents in order to optimize enrollment.

◆ **ACTION ITEMS:**

Create an annual Marketing Plan with measurable benchmarks and clear messages that school leaders, faculty and staff, parents, and students can use to promote the school.

Increase the opportunities to invite community members on campus.

Research available resources that may aid in increasing enrollment, such as database platforms and marketing and enrollment conferences.



## COMMUNICATIONS AND MARKETING

St. Ursula Villa will improve internal communications in order to create a positive culture where everyone feels welcome. St. Ursula Villa will elevate the quality and standards of external communications and marketing initiatives to raise awareness of and interest in the mission, identity, and value of St. Ursula Villa.

◆ **GOAL:**

Enhance school culture to encourage school pride and create a sense of belonging.

◆ **ACTION ITEMS:**

Redefine and clearly articulate the mission and vision for St. Ursula Villa. Communicate the roles of the Board of Trustees and the administrative team in implementing that vision.

Explore and implement ways to foster relationships and encourage community engagement.





## DEVELOPMENT AND FUNDRAISING

St. Ursula Villa will foster relationships with parents, alumni, organizations, and others who desire to give of their time, talent, and treasure to support the mission and vision.

### GOAL:

- ◆ Increase financial investments to meet the short-term and long-term goals of St. Ursula Villa.

### ACTION ITEMS:

Develop a campus-wide fundraising event strategy which shall include individual and group discussions with past, present, and future constituents to determine what inspires them to give to St. Ursula Villa.

Organize a Development Team who will work with the Director of Development to create a Strategic Plan for Development built around the following six areas:

- Constituent Records
- Communications
- Enrollment Management
- Fund Development
- Alumni Involvement
- Fund/Friend-Raising Events

## FINANCIAL PLANNING

St. Ursula Villa will provide rigorous financial stewardship to ensure fiscal stability and improve transparency. St. Ursula Villa will create a long-range financial plan to meet the initiatives of the Strategic Growth Plan.

### GOAL:

Align tuition and other revenues with cost structure associated with the school's objectives.

### ACTION ITEMS:

Create a dynamic, five-year financial model based on specific benchmarks growing out of this Strategic Growth Plan and evaluate this model semi-annually.

Provide regular updates to the parent community to explain the relationship between tuition, enrollment, and the cost to educate, including the role of the Development Office.



## EXECUTIVE COMMITTEE

Kent Halaby  
Jessica Metzger  
Nicole Rouse  
Julie Scherer  
Jody Sedler  
Lisa Wolfer

## STEERING COMMITTEE

Katherine Blum-Desmond  
Chrissy Dorger  
Marianne Scott Emmert  
Paul Frodge  
Jessica Harding  
Diana Horst  
Craig Maliborski  
Beth McPeek  
Andrea Moeder  
Jill Moormann  
Julie Muething  
Bill Mulvihill  
Jim Neyer  
Emalee Ridgway  
Nicole Rouse  
Nicole Schmidt  
Peter Stautberg  
Ginny Verdin  
Drew Williams

## PLANNING TEAM MEMBERS

Julie Althaver	Courtney Hass	Meredith Schapman
Lyndsey Barnett	Ward Headley	Tricia Scherer
Emily Betz	Holly Heekin	Catherine Smith
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Amanda Brooks	Matt Iacobucci	Paul Sullivan
Carrie Bunger	Liz Islam	Ashley Symonds
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Matt Carley	Erin Klein	Gretchen Thomas
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Dan Ferris	Paul Rudolph	
Renee Filiatraut	Marta Runnels	
Fran Gilreath	Tracy Sagester	
Carrie Gould	Andy Sathe	
Rob Gould	Kristian Scarpitti	

**To become involved, support one of these initiatives, or for more information, contact our Strategic Plan Volunteer Coordinator:**

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