

VILLA JOSEPH MARIE HIGH SCHOOL



1180 Holland Road • Holland, PA 18966 • www.vjmhs.org

BE STRONG
BE SMART
BE CREATIVE
BE YOURSELF



Villa Joseph Marie is a private Catholic college-preparatory high school for young women — the only one of its kind in Bucks County.

Villa Joseph Marie High School Strategic Plan



OUR MOTTO

“Always more, Always better, Always with love.”

OUR MISSION STATEMENT

Founded and sponsored by the Sisters of St. Casimir, Villa Joseph Marie High School, a private Catholic college-preparatory school for young women, defines itself by the special charism of its Foundress, The Venerable Mother Maria Kaupas, and by the life and teachings of Jesus Christ.

Modeling Mother Maria’s belief in a life of faith, love, and service, the dedicated faculty encourages and celebrates the dignity, potential, and uniqueness of each student.

A Villa graduate is a Christ-like woman committed to a life of faith and service, a lifelong learner, and an empowered global citizen.

VILLA JOSEPH MARIE HIGH SCHOOL STRATEGIC PLAN

GOAL

Ensure long-term vitality of Villa Joseph Marie as the Legacy Asset of the Sisters of Saint Casimir

STRATEGIC VISION

Villa will provide the very best opportunities for educational, spiritual, athletic, artistic and personal growth for a robust and diverse student body.

THE PROCESS

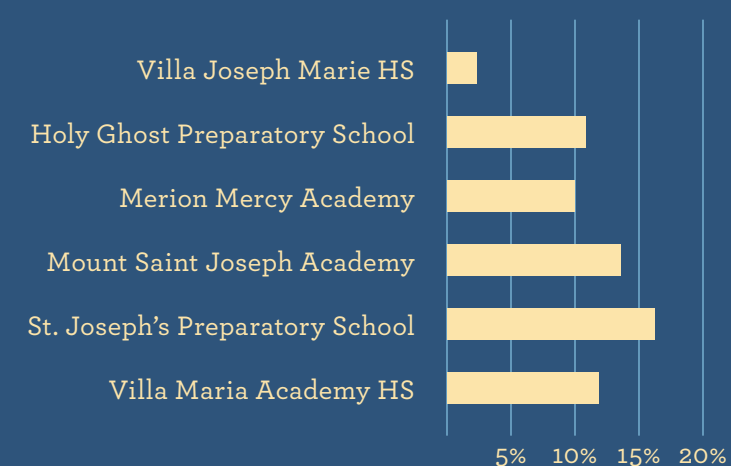
Villa’s Strategic Planning Committee met numerous times throughout 2018–2019 to refine our school’s goals and plans for the future. The Strategic Planning Committee was divided into six subcommittees that focused on specific areas of interest for our school:

- (1) Development *SEE PAGES 2–5*
- (2) Education *SEE PAGES 6–9*
- (3) Enrollment *SEE PAGES 10–13*
- (4) Finance and Facilities *SEE PAGES 14–17*
- (5) Governance and Mission *SEE PAGES 18–21*
- (6) Marketing *SEE PAGES 22–25*

The six subcommittees presented the following goals, recommendations, and future plans, with supporting research and data, to Villa’s Board of Directors. The Board of Directors reviewed and ratified this plan in November 2019. Note: The strategic planning process is never truly complete, as the Villa Board of Directors and its subcommittees will continue to evaluate our school in order to provide the very best opportunities for our girls. In the words of Mother Maria, “Always more, Always better, Always with love.” *Updated February 18, 2020*



In FY 2018, 3% of Villa Alumnae donated to the Annual Fund.
In FY 2019, 4% donated.
Average for area independent schools is 12%.



DEVELOPMENT COMMITTEE

GOAL 1

Increase Alumnae participation to 10% of total Alumnae in three years

- Interim Goals:
 - Year 1: Increase of 2%
 - Year 2: Increase of 2%
 - Year 3: Increase of 2%

STRATEGIES

- Reinvigorate system of Class Agents
- Further outreach to Alumnae through networking events and experiences
- Promote active engagement in order to stimulate further engagement (“I can do that.”)
- Build class giving by including Class Gift as part of Reunion and Yearbook Party communications
- Span communications beyond class years, taking advantage of relationships, sports teams, etc.

BUDGETARY IMPLICATIONS

- Increased expenses as number of Alumnae networking and experiential events and marketing for those events increases / Goal of 10 networking events per year
- As growth of Alumnae participation increases, evaluation of staff composition is necessary

MEASURING PROGRESS

- Increase number of active Class Agents (62 Agents as of 11.23.2019; 18 recognized as being active due to communication with Alumnae Relations)
- Increase number of Alumnae participating in activities and events (approximately 270 visibly active Alumnae during FY 2019)
- Increase number of Alumnae donors to Annual Fund (148 gifts in FY 2019)
- Increase total value of donations by Alumnae to Annual Fund (\$32,135 in FY 2019)
- Increase number of Alumnae giving consistently, year-to-year



DEVELOPMENT COMMITTEE

GOAL 2

Increase percentage of funded financial aid to 50% over three years

- EITC scholarship funding available

STRATEGIES

- Creation of a subcommittee within Development, led by an Alumna, parent, or past parent who is actively supporting financial aid funding and is educated on and dedicated to growing the number of supporters and total dollar value of support for financial aid
- In order to convey value of a Villa education, utilize video of Alumnae speaking on what they are doing now and how Villa brought them to this point
- Promotion and education
 - Small group gatherings with speaker, varying constituencies
 - Pitch at Alumnae, current parent, and past parent activities
 - Creation of social media campaign and materials for distribution

BUDGETARY IMPLICATIONS

- Increased expenses for production of video, creation of materials for distribution, and marketing campaign / Production of video, materials, and campaign would utilize current staff and students
- Increased expenses for one-on-one and small group meetings to secure financial aid funding
- Possible legal fees for creation and administration of named scholarships / Expenses would be limited as naming family assumes legal fees
- As volume and value of financial aid funding increases, evaluation of staff responsibilities and composition may be necessary

MEASURING PROGRESS

- Increase number of donors to financial aid funding (20 in FY 2019, including donations received through EITC and the Mother Maria Kaupas Scholarship)
- Increase total donations to financial aid funding (\$54,000 in FY 2019, including donations received through EITC and the Mother Maria Kaupas Scholarship)
- Increase number and value of need and merit-based scholarships available to students

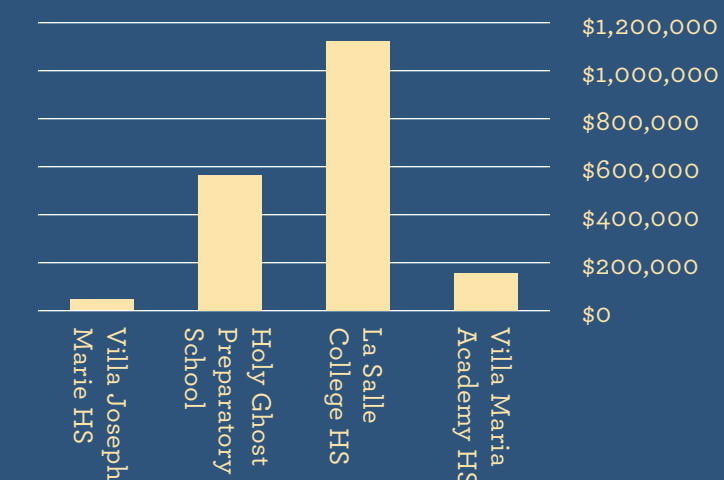


AMOUNT OF EITC FUNDING

For FY 2018, Villa Joseph Marie awarded funded financial aid totaling less than \$25,000.

For FY 2019, those awards totaled \$50,000. Scholarship need, however, exceeded \$500,000.

The difference was assumed by the operating budget.





EDUCATION COMMITTEE

GOAL 1

Initiate a cyclical process for curriculum review to foster a greater sense of collaboration among the academic disciplines and ensure our program prepares students for their next educational journey.

- Rationale:
 - To ensure graduates are prepared for post-secondary experiences and beyond in an ever changing world, create a universal tool for evaluating curriculum across the varying academic departments
 - Universal and consistent measures for curriculum development across the varied subjects

STRATEGIES

- Review best practices to ensure we are on the forefront of classroom engagement
- Research concentrations/themes to focus our review process – interdisciplinary in nature so all departments are able to participate
 - Concentrations will include, but not be limited to:
 - Adaptive, Experiential Learning
 - Beyond the Campus Learning
 - Curriculum Enhancement
 - Whole Person Education
 - Collaborative Learning
- Establish three-year process for reviewing curriculum:
 - Year 1: Research/Planning for Changes
 - Year 2: Implementation of New Curriculum
 - Year 3: Monitoring of New Curriculum by Department Chairs/ Administration
- Investigate opportunities to schedule more intentional time for collaboration among and between academic departments (foster interdisciplinary study)
- Investigate new scheduling options to enable more in-class instructional time to complement curricular reforms

BUDGETARY IMPLICATIONS

- Costs for Professional Development of Teachers in Best Practices
- Costs of Updated Curricular Materials and Resources



GOAL 1 CONTINUED... MEASURING PROGRESS

- Creation of Curriculum Review Metrics/Documentation
- Teacher observation by Administration and Department Chairs
- Tracking of curriculum throughout the year at department meetings for artifacts of alignment
- Student evaluation during the monitoring phase of the review process (Both qualitative and quantitative assessment data)

GOAL 2

Continue to develop and improve Villa's curriculum offerings in technology over the next three years, culminating with the creation of a stand-alone Technology department and coursework

- Rationale:
 - Implementing more technology coursework was a Middle States goal two years ago
 - Some progress has been made since that time — Freshman Seminar, extracurricular advances, etc.
 - Based on the Strategic Plan survey, perception is still showing this as an area to grow

STRATEGIES

- Continued integration of a technology component in the Freshman Seminar curriculum
- Investigation of ISTE Standards and research ways to implement these standards both within existing coursework and through creating a stand-alone Technology curriculum
- Publicize our advances in technological coursework as they occur
- Potential creation of a Technology department and creation of new coursework — coding, web design, etc.
- Investigate feasibility for making a technology course a graduation requirement
- Creation of student portfolio to hold artifacts of implementing technology
- Investigate partnerships with external organizations and businesses (Utilize potential alumnae connections)



GOAL 2 CONTINUED... BUDGETARY IMPLICATIONS

- Cost of physical improvements to instructional spaces
- Transportation costs for off-campus experiences
- Costs of professional development/new curriculum materials
- Hiring of additional staff for new coursework

MEASURING PROGRESS

- Portfolio of student work artifacts and assessment of students on technological standards
- Faculty survey data as to number of authentic learning experiences/ assignments given in classes taught
- Qualitative evidence of teaching through observations
- Survey data from alumnae as to how their Villa educational experiences compared to collegiate experiences





ENROLLMENT COMMITTEE

GOAL 1

Increase the number of engaged and educated Parent Ambassadors to 40 within the next two school years

- Why?
 - Effective/free advertising
 - Parent Satisfaction = Successful School
 - Unique stories attract a diverse student body

STRATEGIES

- How?
 - Invite all
 - Host trainings
 - Encourage peer recruitment
 - Create materials

BUDGETARY IMPLICATIONS

- If materials are printed in-house, this is a little to no cost strategy.
- If feasible, parent ambassadors could be given t-shirts or other promotional items at low cost.

MEASURABLE CRITERIA

- Parent representation at all recruiting events
- Parent panels at recruiting events
- In-home or off-campus events
- Working database of 40 parent ambassadors
- Printed reference materials for parent ambassadors containing school facts, branding, and current messaging



GOAL 2

Decrease the attrition rate of enrolled incoming freshmen from 12% to less than 8% during the one-year enrollment period

- Why?
 - Other scholarships awarded
 - Financial aid uncertainty
 - Failed scholarship negotiations
 - Refundable deposits for in-need families

STRATEGIES

- How to Prevent?
 - Move up the timeline
 - Create comprehensive financial packages
 - Streamline scholarship evaluation
 - Increase understanding of budget constraints

BUDGETARY IMPLICATIONS

- Necessitates careful collaboration between Finance Committee and Admissions Team
- Budget timelines move up
- Budget for awarded scholarships increased by up to 50%
- Enrollment security

MEASURABLE CRITERIA

- Admissions budget established by September for current 8th grade scholarships
- Early Candidates awarded comprehensive financial packages by September 15th
- Early Candidates submit non-refundable deposits
- Scholarship recipients awarded comprehensive financial packages by November 15
- Regular applicants awarded comprehensive financial packages by December 15th



GOAL 3

Increase the number of public school applicants/transfers by 20% in two years

- Why?
 - Parochial and private school enrollments are down
 - Increased competition among private schools in our market
 - Growing discontent in public middle schools
 - Untapped market

STRATEGIES

- How?
 - Outreach at community and athletic events
 - On-campus programs open to community (service, SAT prep, etc.)
 - Facilities for rent
 - Increase broad advertising

BUDGETARY IMPLICATIONS

- Renting out facilities could generate revenue
- Hosting community events — depending on the size and type — would come at a cost, but could create sponsorship opportunities
- Broad advertising in newspapers is expensive

MEASURABLE CRITERIA

- Overall increase of test takers
- Increased attendance at Summer Camps
- Increased attendance at Open Houses
- Increased applications from public school students
- Public school applications will fall in line with the typical admissions timeline





FINANCE AND FACILITIES COMMITTEE

GOAL 1

Achieve break even operations

- excluding debt service, by 2021-22
- including debt service, by 2022-23

STRATEGIES

- Revenue
 - Achieve enrollment goals
 - Set appropriate tuition
 - Set and achieve annual fundraising goals
 - Increase funded financial aid
- Expense Management
 - Appropriate headcount
 - Benefit analysis
 - Business case for events/activities
 - Share information

BUDGETARY IMPLICATIONS

- No additional expenses required other than expansion of the Finance Committee

MEASURABLE CRITERIA

- Monthly budget updates with variance follow up
- Quarterly five-year plan updates
- Creation of budget and planning dashboard



GOAL 2

Complete a long-range campus development plan (including deferred maintenance) by FY 2021

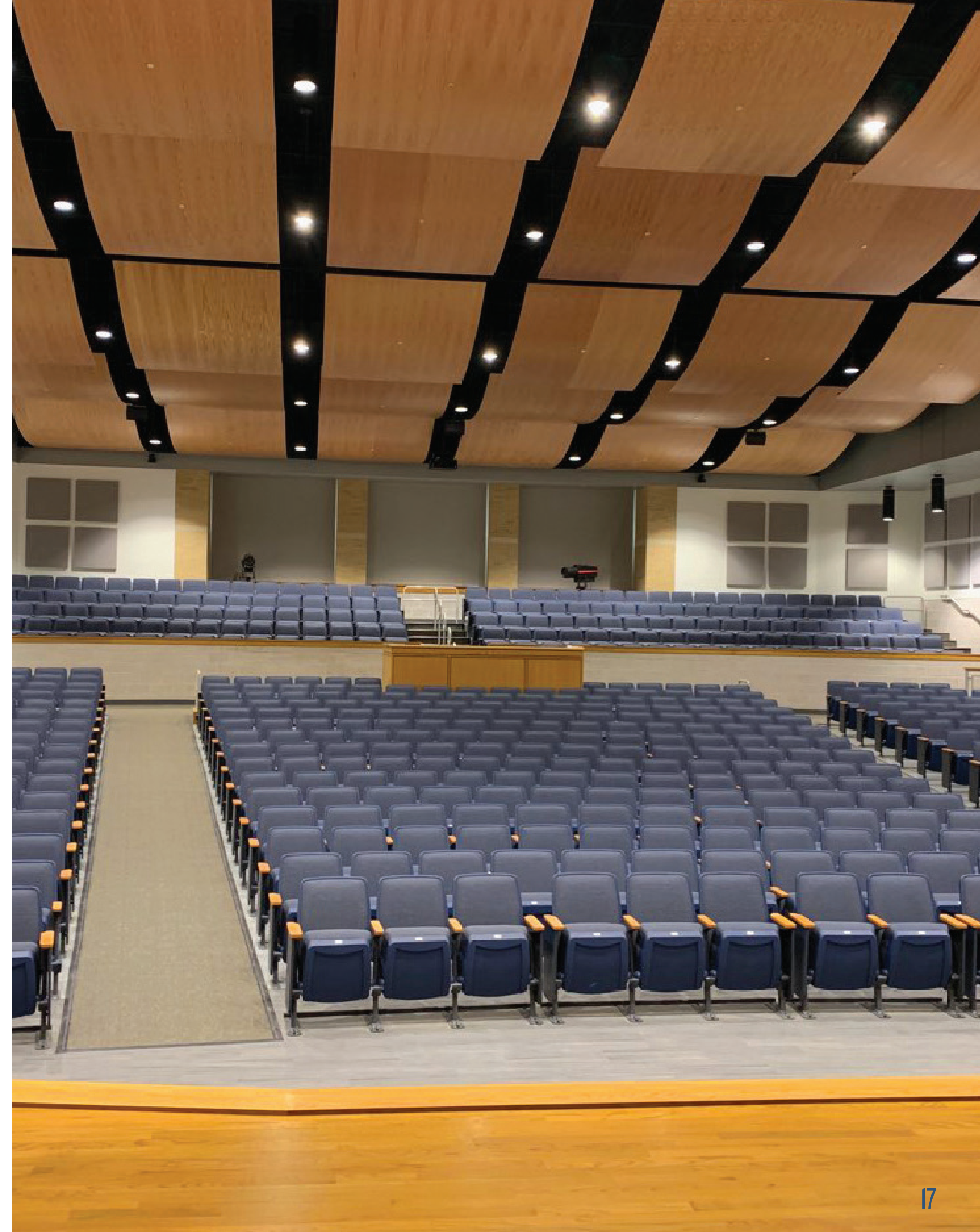
- excluding debt service, by 2021-22
- including debt service, by 2022-23

BUDGETARY IMPLICATIONS

- No additional expenses required

MEASURABLE GOALS

- Creation of Facilities Committee
- Present document to the Villa Board of Directors for approval
- Five-year financial plan (includes project costs) by FY 2022
- Annual budgets include detailed repair and maintenance plans





GOVERNANCE AND MISSION COMMITTEE

GOAL 1

Revise our current Mission Statement and establish practices that ensure the Mission and Catholic Identity of Villa are lived by all constituents

- Why?
 - Students understanding of the Mission
 - In-house Mission Committee
 - Supported by Middle States Data
 - Student and parent interest in Mission

STRATEGIES

- How?
 - Mission statement edit timeline
 - Implementation
 - Feedback via survey
 - Catholic Identity (on-going with committee work)

BUDGETARY IMPLICATIONS

- This is a little to no cost strategy — some in-house printing and editing before any future publications.

MEASURABLE CRITERIA

- Re-write the Mission Statement and have this approved by February 2020
- Roll out our new Mission Statement for the 2020-2021 school year (Working with all groups will help ensure the sustainability of our new Mission Statement.)
- Make recommendation for how often the Mission Statement should be revised
- Evaluate constituents' understanding of the revised Mission and lived experience of Catholic Identity via a survey at the end of the 2020-2021 school year



GOAL 2

Embrace best practices that incorporate high performing Board standards and nonprofit compliance to ensure the stability and sustainability of Villa Joseph Marie's Board of Directors

- Why?
 - The Board is in the process of becoming a true managerial Board of Directors with fiduciary and mission responsibilities.
 - Board support and strategic direction are critical to ALL other objectives pursued by the school.

STRATEGIES

- How?
 - Samples of Board manuals, orientation processes, & evaluations were collected by this committee.
 - The committee collected the materials currently used by the Board for orientation, evaluations, nomination process, bylaws, and the manual.

BUDGETARY IMPLICATIONS

- In-house printing
- Software program purchase recommendation
- Salary cost relative to the outcome of the President's evaluation

MEASURABLE GOALS

- Create a clear and consistent process for Board nomination and sustainability by Fall 2020
- Create a clear orientation program for new Board members by Fall 2020
- Create an evaluation for the school President, Board member self-evaluation and a process to review the Board bylaws by Fall 2020
- Create a Board manual that will include all of these tools in one place by Fall 2020
- Evaluate the standards of nonprofit compliance by Spring 2021
- Follow-up with Board Chair and Vice Chair in the Spring 2021





TARGET AUDIENCES

- Girls (5th, 6th, 7th, & 8th graders)
- Parents of Prospective & Current Students
- Alumnae
- Benefactors

MARKETING COMMITTEE

GOAL 1

Expand specific areas of marketing to establish Villa as a premier Catholic high school that empowers women and prepares them for college

- In addition to standard print marketing, we will utilize social media and the school website to aid us in carrying out and tracking our progress.

STRATEGIES

- Define Villa Profile
- Create a Villa narrative
- Engage community
- Tactics: “elevator speech,” key message Q&A, tag line, signage, event calendar, rental offerings, website content, social media, etc.

BUDGETARY IMPLICATIONS

- Coming up with the messaging is free. We need to strategically allocate funds across channels.
- Utilize our school website and social media whenever possible. It’s free!

MEASURING PROGRESS

- Increased website traffic
- Increased social media followers (likes, shares, etc. on Facebook, Instagram, Twitter, and LinkedIn)
- Record baseline metrics and assess (Twice a year: January 1, July 1)
- Note: Ongoing task. We need to continue to expand and stay current with fresh marketing ideas for the school.



GOAL 2

Provide strategic marketing support to the admissions team to increase applications and enrollment

STRATEGIES

- Competitive audit/research
- Printed materials
- Website
- TV commercials/radio
- Continually gathering information identifying where constituents find message
- Tactics: develop content, train ambassadors (ties in to admissions goal), etc.

BUDGETARY IMPLICATIONS

- Cost for marketing supporting admissions may increase, as the 2 departments split the cost of some of these materials
- Utilize our school website and social media whenever possible. It's free!

MEASURING PROGRESS

- Increased number of students applying to the school
- Increased number of students enrolling and attending the school
- Achieved: Class sizes meet Villa's max capacity (begins over again the following year) — Ongoing task.



GOAL 3

Increase awareness of Villa's development and alumnae relations efforts to foster increased engagement

STRATEGIES

- Better inform people where their money is going (and that they can restrict it to a certain area)
- Evaluate the "asks" for money – envelopes, letters Profiler magazine, website (in reference to Annual Fund and Capital Campaign)
- Tactics: TV commercials/radio, ambassador testimonials, social media, website content

BUDGETARY IMPLICATIONS

- Almost no cost associated with this, since the marketing is directly offset by the fundraising

MEASURING PROGRESS

- More dollars donated to Villa
- More alumnae participation
- Achieved: 100% alumnae participation (unrealistic)
- Note: Ongoing task. It's never really possible to have too much money donated to Villa.

MARKETING THE STRATEGIC PLAN

- Announce Villa's strategic plan in 2020.
- Show where the school is going — What does our future hold? (Not just for physical buildings, but for each committee's area)
- Tactics:
 - Reader/user-friendly presentation
 - Not just a 100-page word document
 - Utilize current relationships with news outlets
 - Create a content calendar for steady social media posts that tie in to the strategic plan
 - Make it available as a PDF for download, and include infographics and overview goals timeline



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