

Where are we headed?

It is a question to which we have given much thought. Of course, looking down the road is nothing new at Ursuline. In a sense, everything we do is with a view to the future. We strive to prepare our young women to be the future leaders in a global society. To continue to do so at the highest level, we must think not only of the future of each of our students, but the future of our institution as well. And we have done that, systematically and critically. Now we want to share that thinking with you. Driven by our mission, values, and philosophy, and in consultation with parents, students, teachers, alumnae, educational experts, and others, we have developed Five Strategic Imperatives that will serve as the roadmap to Ursuline Academy's shared future.



Let's move
forward
together.

Dear Friends of Ursuline Academy of Dallas,

In your hands, you hold a roadmap to Ursuline's future: Five Strategic Imperatives that will guide our course over the next several years.

Each of these imperatives is deeply rooted in our Ursuline mission and core values which have been reaffirmed throughout our planning process.

Our Five Strategic Imperatives are centered on:

- * Embracing our mission and core values
- * Focusing programs on student growth, leadership, and well-being
- * Attracting and retaining talented and mission-congruent faculty
- * Strengthening our physical setting
- * Achieving financial sustainability

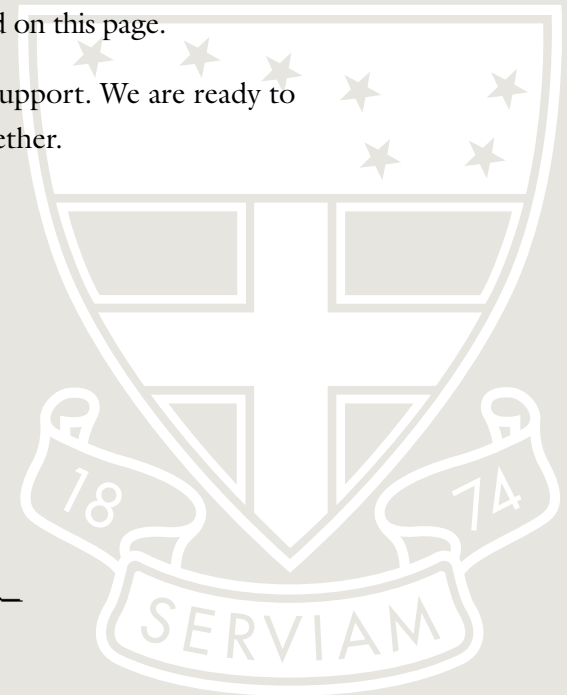
We have defined and refined these imperatives after a thorough process involving consultation with educational experts and communication with all our key stakeholders, including parents, teachers, students, and alumnae. I would especially like to thank and acknowledge the efforts of our Strategic Planning Committee, whose names are listed on this page.

Thank you for your support. We are ready to take this journey together.



A handwritten signature in dark ink, appearing to read 'Gretchen Kane'.

Gretchen Z. Kane
President, Ursuline Academy of Dallas



OUR FIVE STRATEGIC IMPERATIVES

STRATEGIC IMPERATIVE
1

MISSION & VALUES:
Embrace the Ursuline Academy mission statement and core values as anchors in a changing and turbulent world.

Rationale:

- To bridge the Ursuline core values and mission of the past to their vibrant expression of the present and the future, demonstrating that tradition and innovation are compatible and translatable into 21st century contexts.
- To build on the deep reservoir of respect for the sense of community, mission, and core values by expanding opportunities for conversations with all of our constituents and building on the growing diversity among us.
- To articulate what the commitment to *Servium* means in a 21st century context.

Action Steps:

1. Integrate among our constituents the spirit of our foundress Saint Angela Merici through Angela Retreats, through embedding the values in the design of the curriculum, and by enriching the concept of *Servium* with the practice of service learning.
2. Strengthen our bonds with Ursuline schools worldwide, deepen partnerships which promote global citizenship, and grow the involvement and support of the alumnae with our students and in the life of the school.
3. Hire faculty and staff and appoint Board members with mission as a criterion.

STRATEGIC IMPERATIVE
2

STUDENT-CENTERED FOCUS:
Examine and further develop the school's programming related to student personal growth, leadership, and well-being.

Rationale:

- To produce the character traits that track with success, fostering and strengthening Ursuline values, especially those around their faith and virtues, often challenged in college and beyond.
- To partner with parents in teaching our students the skills of stress reduction and management to achieve balance, given the increased anxiety and depression trends documented in independent schools and universities.
- To graduate students who are leaders, cross-culturally competent, and manifesting the skill sets for navigating an increasingly small and integrated world.



Action Steps:

1. Integrate into the student advisories a formal life skills curriculum that develops character traits that track with success: i.e., persistence, resilience, emotional intelligence, cross-cultural competency, respect for others, integrity, leadership, and global perspective.
2. Counsel girls in their advisories how to find pathways for leadership in school, for success in college, and for connecting with our alumnae in areas of interest and commitment.
3. Form a task force made up of parents, teachers, students, and administrators that will inform a four-year program which addresses the well-being of high school girls.

STRATEGIC IMPERATIVE
3

ATTRACTING AND RETAINING TALENT:
Recruit, retain, and reward a mission-congruent, talented, and diverse faculty and staff.

Rationale:

- To hire and support teachers committed to teach to the college-preparatory outcomes sought from an Ursuline education, the "Six Cs" of critical thinking, creativity, collaboration, communication, character, and cross-cultural competency.
- To compete in a marketplace that correctly identifies exceptional teachers as the primary driver of student and school achievement and success.
- To maximize the impact of the school's considerable investment in professional growth.

Action Steps:

1. Develop a unique faculty and staff evaluation and compensation model that recognizes and rewards talent by compensating faculty and staff within 90-100% of the local market; by defining talent around professional competence and interpersonal relational skills; and by creating a reward system that supports the collegial nature of our community.
2. Create faculty R&D teams to research and implement new pedagogies, assessment metrics, and curriculum that integrates the emerging technologies for blended and online learning, digital portfolios for college admissions, etc.
3. Provide faculty members with the tools and training to expand their teaching repertoire in accordance with their interests and talents.

STRATEGIC IMPERATIVE
4

OUR SETTING:
Imagine and design holistically the interface among time, space, and place.

Rationale:

- To find and implement solutions to the persistent problems of lack of space overall, lack of flexibility in classroom configurations and other learning spaces, and lack of time for students to do everything expected of them.
- To renovate or build in environmentally responsible ways that are visible daily, so that the buildings become a text book, the facilities the "third" teacher of students (after parents and classroom teachers).
- To build in time and space for students and faculty to develop customized skills and pursue strengths and passions.



Possible First Action Steps:

1. Determine from the current Campus Master Plan what facility needs are completed, what needs are not completed and should be, and what needs are to be set aside, at least for now.
2. Use "blue ocean thinking" around Time, Space, and Place to support Ursuline's educational mission in the future.
3. Demonstrate environmental stewardship within broader sustainability policies.

STRATEGIC IMPERATIVE
5

FINANCIAL SUSTAINABILITY:
Adopt the policies, practices, and financial modeling that project and create long-term sustainability without sacrificing affordability.

Rationale:

- To educate our constituencies to the current and future financial needs of the Academy in the arenas of people, facilities, and program in order to support our mission, vision, and strategies and to create the conditions for them to thrive and grow.
- To preclude over-dependence on tuition revenues by expanding alternative revenue sources.
- To grow levels of philanthropic support significantly to meet the needs of the school and the ambitions of this strategic plan.

Action Steps:

1. Maximize the income from auxiliary enterprises by leveraging the physical, social, and intellectual capital of the school.
2. Implement creative means to jump-start rapid growth of the endowment.
3. Perform cost, staffing, and financing analysis for current and future needs of the school as the prelude to a feasibility study to access inclination and capacity for our next capital campaign.



URSULINE ACADEMY OF DALLAS



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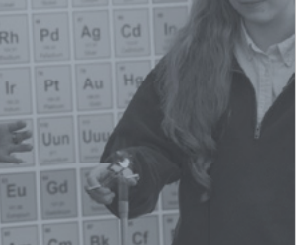
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Our Mission

Founded in 1874, Ursuline Academy of Dallas is an independent Catholic college preparatory school for young women sponsored by the Ursuline Sisters.

The mission of Ursuline Academy is the total development of the individual student through spiritual formation, intellectual growth, service to others, and building of community.

Ursuline Academy educates young women for leadership in a global society.

OUR CORE VALUES

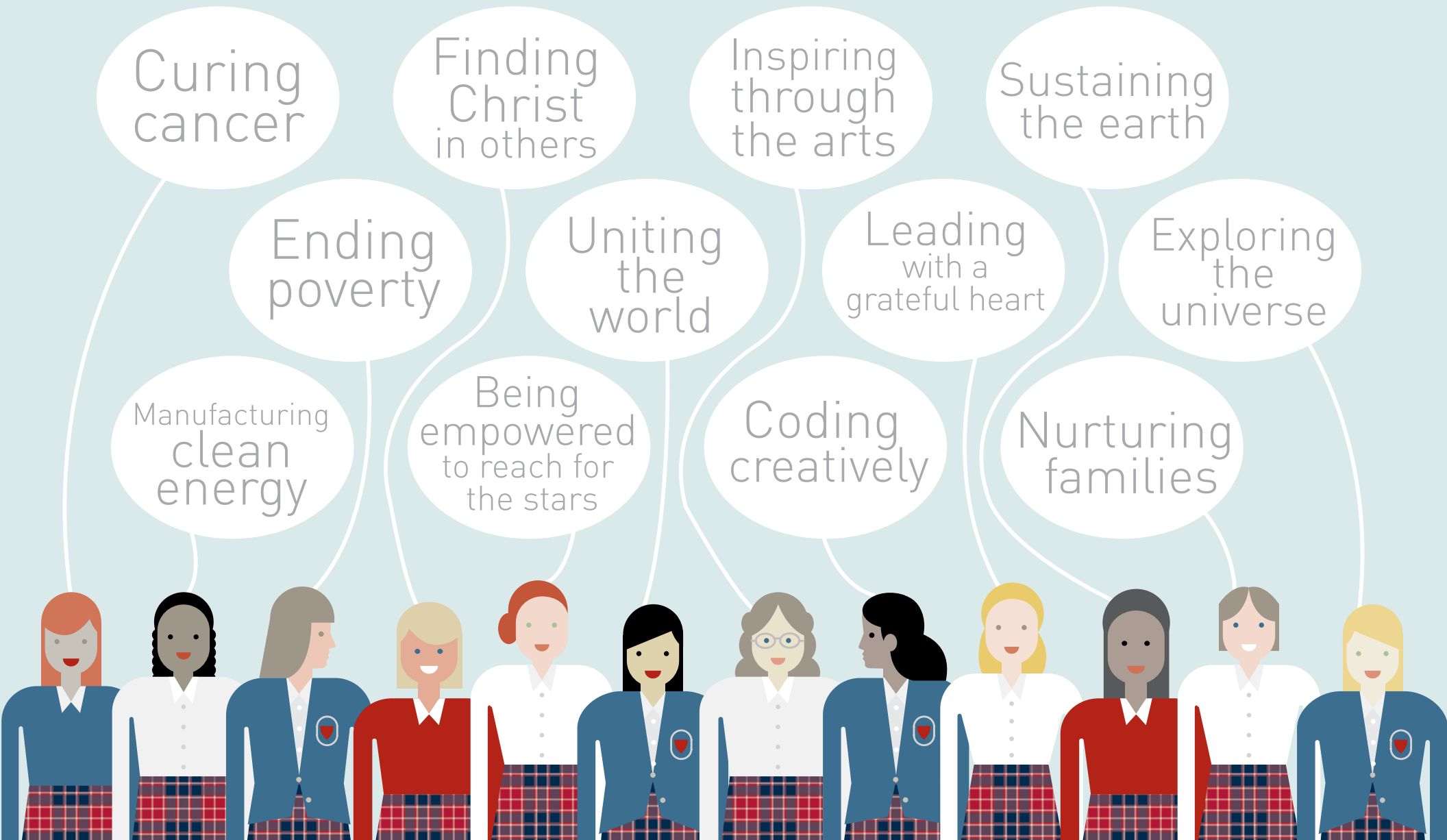
Inspired by the call of the Gospel and challenged by the needs of our time, we, like St. Angela Merici, Foundress of The Ursuline Community, ground our mission in the following Core Values:

- * Spiritual formation and faith development
- * Respect for the uniqueness of the individual
- * Development of the whole person
- * Development of a nurturing community spirit
- * Commitment to peacemaking
- * *Serviam* (I will serve) as a lived reality

A hallmark of an Ursuline-sponsored school is academic excellence.

OUR TOMORROW

What will Ursuline girls aspire to?



OUR JOURNEY

1535

Angela Merici founds the Company of St. Ursula in Brescia, Italy.



1874

Ursuline Academy of Dallas is founded in a four-room wooden building with seven pupils enrolled.



1882

Ground is broken on the property that will become "Old Ursuline" on Bryant Street. The central building is completed in 1883, with additional wings added in 1890, 1902, and 1907.



1950

Ursuline Academy is relocated to its new campus on Walnut Hill Lane in North Dallas.



1956

Construction begins on Braniff Gymnasium, the first major addition to the Walnut Hill campus.



1976

The Elementary School closes after 102 years of operation.



1981

Soon after personal computers are introduced, six personal computers are being used at Ursuline, five in computer math classes and one in journalism.



1984

Haggart Center, a student center/dining hall/arts complex, is completed. Science classrooms are renovated and computer science classrooms are constructed.



1985

The Beatrice M. Haggerty Library is completed.



1996

Ursuline is one of six schools in the U.S. to pioneer the laptop Anywhere Anytime Learning program.



The Jane Neuhoff Athletic Center is completed.



1997

Ursuline formalizes a unique partnership for cultural exchange with Huaxia Girls' Academy of Beijing, the first school for girls to open in Beijing, China, after the Cultural Revolution.



2000

The Ursuline Center for Performing Arts (UCPA) is dedicated.



2008

Ursuline Sister School partnerships begin with schools in Brazil, Peru, and Chile. Partnerships would later be established with Ursuline schools in England, France, South Africa, and Australia.



2009

The French Family Science, Math, and Technology Center and the Music Building open, both built to LEED standards with the FFC certified LEED Gold in 2010.



2014

Pillars of Teaching Excellence Program offers a foundation for future Ursuline initiatives.



Sister Margaret Ann Moser, O.S.U. Athletic Field opened.

2020 and beyond



OUR STRATEGIC PLANNING COMMITTEE

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Karen Drawz
Kara Sherman Gehan '85
John Grimes, Jr.
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www.ursulinedallas.org

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URSULINE ACADEMY OF DALLAS

Where are we headed? | President's Letter | Our Five Strategic Imperatives | 1) Mission & Values | 2) Student-Centered Focus
3) Attracting and Retaining Talent | 4) Our Setting | 5) Financial Stability | Our Mission/Core Values | Our Tomorrow | Our Journey | Our Committee