



2025 STRATEGIC PLAN

LIGHTING THE WAY FORWARD

ST. URSULA ACADEMY



EXECUTIVE SUMMARY

Building upon our successful 2020 Strategic Plan: *Making a Difference*, our 2025 Strategic Plan: *Lighting the Way Forward* positions St. Ursula Academy to honor our 170-year legacy and St. Angela Merici's pioneering vision for women's education while preparing young women for the next century of leadership and service.

OUR STRATEGIC VISION: ILLUMINATING PATHWAYS TO EXCELLENCE

We light the way to faith formation and compassionate service. We light the way to academic excellence that knows no limits. We light the way to sisterhood bonds forged for life. We light the way to leadership that transforms communities and changes the world.

SUA serves families who share our commitment to:

- **Faith formation** as integral to their daughter's development
- **Academic excellence** paired with character formation
- **All-girls education** that builds confidence uniquely
- **Whole-person development** worth investing in

This vision, informed by the feedback of hundreds of SUA constituents including current parents, students, alumnae, faculty, and staff, defines the SUA experience and guides our strategic direction.

OUR FOUNDATION

Grounded in our Ursuline core values and guided by our mission to prepare young women for lives of purpose, integrity, and impact, this plan builds upon five core mission connections:

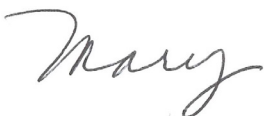
- **Intellectual Inquiry**
- **Personal Growth**
- **Spiritual Formation and Compassionate Service**
- **Leadership in a Global Society**
- **Ursuline Community**

OUR PROMISE

We will continue developing young women who are spiritually grounded, academically excellent, and equipped to lead positive change in their communities, carrying forward a legacy of faith, service, and leadership for generations to come.

Together, we light the way.

Soli Deo Gloria!



Mary (Conlisk) Werner '74
President



MISSION CONNECTION // **INTELLECTUAL INQUIRY**

COMMITMENT: St. Ursula Academy cultivates intellectual curiosity and academic excellence through a dynamic curriculum that fosters critical thinking, problem-solving, and a love of learning, preparing students to lead with integrity and confidence in a global society.

VISION: SUA's high academic standards and college preparatory focus leads in providing a transformative education for young women.

CORE VALUE // ACADEMIC EXCELLENCE

We believe multi-faceted college-preparatory curricula, combined with adaptable instructional practices, promotes critical thinking, creative expression, and academic mastery while inspiring intellectual curiosity and a growth mindset.

SUCCESS STRATEGIES AND ACTION STEPS:

1. FACULTY STRATEGY

Attract, hire, and retain the most talented, diverse, and mission-congruent faculty.

ACTION STEPS:

- Recruit highly qualified educators who embody both academic excellence and mission alignment.
- Build relationships with local universities to create a pipeline for future educators.
- Position SUA faculty compensation and benefits to attract and retain educators who embody mission excellence and academic distinction.

2. CURRICULUM STRATEGY

Continuously strengthen and refine our curriculum to deepen students' intellectual curiosity, critical thinking, and problem-solving capabilities.

ACTION STEPS:

- Develop and implement a curriculum review process with evaluation rubrics that ensure alignment of content, instruction, and assessments with state standards and our mission of academic excellence.
- Conduct regular reviews of emerging research and evolving best practices in curriculum and instruction to inform continuous improvement.
- Continue use of faculty, staff, and parent satisfaction surveys to provide feedback for learning and growth.
- Actively promote and encourage professional development attendance and sharing of learning with faculty/staff cohorts.
- Implement annual assessments of academic support needs and provide targeted training on supporting diverse learners within college-preparatory expectations.
- Design and implement a comprehensive onboarding and support framework that equips students and families with the tools, resources, and skills necessary to navigate technology, address missed learning and fully engage in the academic and community life of the school.

3. TECHNOLOGY STRATEGY

Integrate digital literacy and ethics into academic programming to prepare students to navigate and contribute meaningfully to a technology-driven world while maintaining our commitment to ethical leadership and critical thinking.

ACTIONS STEPS:

- Strengthen Claim, Evidence, and Reasoning skills to enhance critical thinking and problem-solving abilities.
- Integrate digital literacy across all disciplines including foundational understanding of Artificial Intelligence (AI) and its applications.
- Restructure the Global Communications course to include Media Literacy as well as technology competency and its ethical use.
- Provide professional development in emerging technologies, including AI, to enable teachers to confidently integrate tools and concepts into their courses.



MISSION CONNECTION // PERSONAL GROWTH

COMMITMENT: St. Ursula Academy develops the whole person—mind, body, heart, and spirit—by fostering a culture of respect, wellbeing, and personal excellence. Through holistic growth opportunities, we inspire students, faculty, and staff to honor the dignity of every individual and reach their fullest potential.

VISION: At SUA, every person feels supported and safe in a nurturing environment that promotes spiritual, physical, social, emotional, and academic development and well-being.

CORE VALUE // DEVELOPMENT OF THE WHOLE PERSON

We believe spiritual, intellectual, physical, aesthetic, and emotional development is achieved through a broad range of curricular, co-curricular, and extra-curricular activities.

We believe moral fortitude, self-discipline, and perseverance are integral to developing the whole person.

We believe a supportive, faith-based environment with committed faculty and staff enhances and guides each student's development.

SUCCESS STRATEGIES AND ACTION STEPS:

1. DAILY COMMUNITY BUILDING STRATEGY

Through daily interactions of students, faculty, and staff, foster an environment of sisterhood, belonging, mutual acceptance, respect, and concern for one another that affirms the self-worth and dignity of each person.

ACTION STEPS:

- Utilize the biannual assessment of the school's social/cultural climate that informs ongoing awareness and action steps that support a warm and welcoming community.
- Establish, communicate, and model behaviors that promote respect, dignity, and inclusion among students, faculty, and staff.
- Continue to identify, define, and develop the skills needed to create an inclusive campus environment.
- Actively recruit qualified candidates to fill open faculty, staff, and board positions to expand the cultural, ethnic, and socio-economic background of our faculty, staff, and board of trustees.

2. STUDENT WELLBEING STRATEGY

Cultivate essential character traits that foster long-term success.

ACTIONS STEPS:

- Develop comprehensive programming addressing personal growth and wellbeing for students, faculty, and staff across all areas of school life.
- Provide continuous professional development for school counselors in diverse areas of student support, ensuring they remain effective resources for addressing the evolving needs of our student body.



MISSION CONNECTION // **SPIRITUAL FORMATION AND COMPASSIONATE SERVICE**

COMMITMENT: St. Ursula Academy fosters a faith-filled environment that nurtures a deep, personal relationship with God and inspires a lifelong commitment to compassionate service, reflecting our Ursuline values in all aspects of life.

VISION: SUA's legacy is our Community living and sharing the vision of Christ through the life of St. Angela Merici.

CORE VALUE // SERVICE

We believe compassionate service and reflection are integral to our faith and to each student's engagement in a global society, preparing her to be an ethical, engaged, and socially conscious citizen.

CORE VALUE // URSULINE SPIRITUALITY

We believe that the purpose of Catholic education is to honor the past, while preparing each young woman for the present, the future, and eternity in mind, body, heart, and spirit.

We believe in providing an environment in which students, faculty, staff, and all constituents are inspired to build and deepen their relationship with God.

SUCCESS STRATEGY AND ACTION STEPS:

1. CATHOLIC AND URSULINE IDENTITY STRATEGY

Continue to further strengthen our Catholic and Ursuline identity throughout all aspects of the SUA experience providing an opportunity for each student, faculty, and staff member to further deepen her or his personal spirituality.

ACTION STEPS:

- Develop an action plan to increase engagement by students, faculty members, and staff members in Mass, morning prayer, Labre, and other service offerings, as well as to increase the understanding of the elements of the Catholic faith.
- Building on the success of Leadership IV-Leading Change through Service Learning, expand the Christian Service program to teach students about community service and provide meaningful service opportunities for all.
- Focus on increasing connections through Ursuline Education Network to Ursuline Schools throughout the world.
- Expand the role of the Ursuline and Catholic identity position to deepen the knowledge and impact of the Ursuline charism on the SUA community.
- Use developed curriculum for direct teaching of our Ursuline Core Values and the life of St. Angela Merici to deepen the students' connections to our mission.



MISSION CONNECTION // LEADERSHIP IN A GLOBAL SOCIETY

COMMITMENT: St. Ursula Academy develops confident, ethical leaders by cultivating leadership skills, emotional intelligence, personal integrity, cultural awareness, and a global perspective in students, faculty, and staff, empowering them to lead with purpose and impact.

VISION: SUA develops and empowers leaders who will change the world.

CORE VALUE // LEADERSHIP

We believe a single-sex environment develops confident, courageous, self-directed leaders who are prepared for this complex and continually changing world.

SUCCESS STRATEGIES AND ACTION STEPS:

1. LEADERSHIP STRATEGY

Continue to integrate SUA's globally recognized program, The Leadership Program, throughout the SUA community.

ACTION STEPS:

- Continue The Leadership Program where students prepare to lead a life of purpose by exploring their unique role to make a positive difference in the world.
- Facilitate ongoing opportunities for faculty, staff, and alumnae to deepen their understanding of the core elements of The Leadership Program by sharing curricular elements, documented research outcomes, and student-reported impacts.

- Support and collaborate with the independent researcher conducting follow-up studies of The Leadership Program graduates to document long-term impacts, share findings with the SUA community, and apply insights to enhance program effectiveness.

2. CAREER EXPLORATION STRATEGY

Expand connection of current students with alumnae and other community leaders through a comprehensive program of events and speakers that provides students with enriched perspectives and relevant real-world learning experiences.

ACTION STEPS:

- Use alumnae affinity groups to increase outreach to and representation of alumnae as role models to our students.
- Consider expanded career exploration through alumnae connections/internships.
- Increase the depth and breadth of SUA's *Women In* course offerings.



MISSION CONNECTION // **URSULINE COMMUNITY**

COMMITMENT: St. Ursula Academy fosters a strong, engaged community where students, parents, faculty, staff, and alumnae actively contribute to our mission through meaningful connections, ongoing engagement, and a shared commitment to philanthropic support and lifelong sisterhood.

VISION: SUA provides students, their families, faculty and staff members, alumnae, and others with a unique and fulfilling opportunity to learn, work, and give back.

CORE VALUE // COMMUNITY

We believe a trusting and nurturing community, dedicated to living the common mission, leads to individuals who can encourage and learn from one another.

We believe in celebrating traditions with our past, present, and future community members in the spirit of St. Angela Merici's enduring vision of togetherness.

SUCCESS STRATEGIES AND ACTION STEPS:

1. CAMPUS AND FACILITY STRATEGY

Evaluate SUA's current facility, including the Ursuline Center, ensuring that its physical spaces continue to foster an optimal learning environment while aligning with our long-term strategic vision.

ACTION STEPS:

- Develop a long-term campus master plan to support SUA's mission of academic excellence, spiritual formation, development of leaders, and building bonds of sisterhood.

- Engage alumnae, parents, and community partners in shaping the future of SUA's campus through philanthropic investment.
- Complete a comprehensive Facility Assessment and Maintenance Plan for existing infrastructure and implement a proactive maintenance schedule to extend the longevity of campus facilities and equipment.
- Implement the long-term technology plan taking into consideration current technological needs, cybersecurity requirements, facility internet bandwidth, and safety and security.

2. ENROLLMENT STRATEGY

Leverage SUA's distinctive charism, mission, and traditions to attract families who seek something deeper and uniquely formative for their daughters including faith, achievement, leadership, and sisterhood within a spiritually rich tradition.

ACTION STEPS:

- Use alumnae events, testimonials, and communications to demonstrate the strength and impact of the SUA community, especially in college placements and life after graduation.
- Foster one-on-one connections throughout the admissions process through shadow days, personal campus tours, preview days, and meetings with school leaders.
- Communicate financial aid and scholarship options emphasizing SUA's commitment to supporting families and individual growth.
- Utilizing our message map, share SUA stories through social media, the website, and digital advertising to highlight SUA's unique value proposition.

3. FUNDRAISING STRATEGY

Create a culture of philanthropy that provides alumnae, donors, families, faculty members, and staff members with fulfilling opportunities to support SUA's mission.

ACTION STEPS:

- Leverage the efforts of the Advancement team, and the broader SUA community, to engage more deeply with alumnae to support young women.
- Continue to focus on increasing membership growth in SUA's 1854 Society planned giving society.
- Raise funds to support scholarships and financial aid to provide opportunities for families to afford SUA.
- Through alumnae engagement efforts, increase attendance at alumnae gatherings throughout the country, as well as on social media platforms and LinkedIn, to share SUA's and alumnae's stories.

4. SUCCESSION PLANNING STRATEGY

Continue thoughtful and deliberate succession planning for key positions.

ACTION STEP:

- Thoughtfully manage retirement transitions to uphold SUA's mission, maintain institutional excellence, and sustain momentum in key initiatives.