



DIVINE SAVIOR HOLY ANGELS HIGH SCHOOL

SUSTAINING OUR MISSION

2019-24 STRATEGIC PLAN

DSHA'S 2019-24 STRATEGIC PLAN

INTRODUCTION

Divine Savior Holy Angels High School, a Catholic college preparatory high school for young women in Milwaukee, Wisconsin is, by any measure, in a strong—even enviable—position.

Over the last twenty years, we have grown from an enrollment of 500 to a capacity enrollment of 694 with a waiting list every year. Our students are able and highly motivated, making DSHA a wonderful school in which to teach. We have a stable, talented and dedicated faculty whose hard work has led to impressive academic outcomes.

Several years ago, DSHA set a bold vision of becoming No.1 and the standard for comparison and took on significant enhancements to our facility and fundraising capability to make that reach possible. As an institution committed to continuous improvement in this ever-competitive academic environment, DSHA continues to push itself to grow, change and adapt to the needs of the girls.

Our community, including students, parents, faculty and staff, volunteer leadership and demonstrate a passionate commitment to the school's mission. While the students' academic and co-curricular successes are vast, our community remains committed to assuring the best for our students today and tomorrow.

GOALS FOR THE PLANNING PROCESS

The purpose of this planning cycle, as endorsed by the DSHA Board of Directors, was to conduct a strategic planning process that would produce a compelling plan that sustains today and tomorrow and that aligns with the [National Catholic Standards and Benchmarks for Effective Catholic Schools](#).

The **Sustaining Our Mission** will:

- Continue to enliven our *Mission and Catholic Identity*;
- Assure *Academic Excellence* across the student experience and consistent with teaching and learning needs today;
- Guarantee *Operational Vitality* for the next generation of Dashers.

THE PLANNING PROCESS

DSHA engaged two consultants to lead the planning process. Tom Kiely, Director of the [Institute for Catholic Leadership](#) led the process pertaining specifically to the student experience defined in the *Mission and Catholic Identity* and *Academic Excellence*. [Spectrum Nonprofit Services](#) was retained to lead aspects of the plan most directly tied to *Operational Vitality*.

Regarding the student experience, all students, parents and faculty were asked to complete a survey. Many of the survey questions are adapted from the "Catholic Identity Defining Characteristics Staff Survey", developed by the Center for Catholic School Effectiveness, School of Education at Loyola University-Chicago (2012). Approximately 55% of students, 70% of faculty/staff, and 10% of parents completed the survey. The survey led to the identification of two guiding themes:

- **Developing Innovative Intellectual Skills to Serve in College, Career, and Life**
As a community deeply in tune with young women's transitions to college, DSHA will explore new ways of teaching and learning to ignite the skills, ideas, and dispositions that students develop on their paths to higher education, vocational success, and holistic lives as leaders in their families and communities.
- **Living and Learning Together to Build Communities of Hope**
DSHA will mobilize its resources to secure a healthy developmental experience for all its students. Together we will learn about each other, relish our common qualities, share our differences, and build a solid experience of a welcoming Catholic community committed to the common good and directed towards living lives of social virtue grounded in the quest for justice.

These two themes were then used to guide two student focus groups, one parent focus group, and one faculty/staff focus group. Students were selected randomly to participate, all parents were invited with twelve participants, and all faculty/staff participated. Additionally, faculty/staff participated in a data review process where we looked at data on fourteen different areas related to the student experience.

In terms of the *Operational Vitality* aspect of this plan, Spectrum Nonprofit Services partnered with DSHA to take a deep dive into the business model. Many steps taken to break down this work with the goal to look at all that DSHA has to offer in terms of programs and events through two lenses; mission and financials.

- **Identified our Intended Impact**

This work began by defining what is our intended impact as an organization. We defined our intended impact as: *DSHA empowers its all-girl student body in a Catholic environment, to grow and act as believers, critical thinkers, communicators, leaders, and self-advocates to best prepare them for college and life after high school.*

We identified our current students, current parents, perspective students and perspective parents as our primary focus.

- **Mission Fit**

The next step was to ask our school leaders (strategic council and the board of directors) to rank all of our programs within four criteria. Our mission impact criteria were contribution to intended impact, excellence in execution, significant unmet need, and community building. Each member on our team ranked each program on a rating of on to 4 in each of these criteria.

- **Financial Review**

Next our business office worked closely with Spectrum to review all revenues and expenditures related to each program or event. This required all members of our total school community to assign their time to programs and events, as well as review all expenditures.

- **Matrix Maps:** Matrix maps were created to analyze each program and event on both their mission fit as well as their revenue or expenditure. We have utilized this matrix map to identify our strategic objectives and outcomes for this strategic plan.

The DSHA strategic council met throughout the summer of 2019 to finalize this plan.

Our History of Accomplishments: 2016-2019

The years encompassed by the All Girls Makes All the Difference strategic plan (2016-2019) were marked by incremental improvement and the installation of President, Katie Konieczny, '92.

What follows is a selective version of the accomplishments of these years. We offer it by way of example to highlight all that we achieved and to celebrate what together we have accomplished as a learning community and to give context for the new plan: **Sustaining Our Mission**

2016 -17

- Create, implement and evaluate a school-wide sleep education program for students.
- Re-evaluate the Qualities of the Graduate to determine if any language needs to be revised, or if any additional Quality needs to be added to include the consideration of global citizenry.
- Implement the formal department curriculum review project.
- Collect and analyze data on student involvement in co-curriculars leading to recommendations for enhancements to the DSHA co-curricular program.
- Finalize the DSHA Diversity and Inclusion statement and begin formally introducing the Diversity and Inclusion statement to various groups across DSHA.
- Plan and conduct regular Dasher dialogues for the DSHA community.
- Organize a student summit for Catholic area high schools around the issue of diversity and inclusion.
- Measure one of the student Faith Formation outcomes.
- Update the Vocare reflection framework.
- Gather historical data on unsuccessful hires, to establish baseline.
- Analyze results of compensation study and develop method to close gaps, if needed.
- Evaluate, select and implement new payroll/HRIS system.
- Start to highlight alumnae in our social media and website.
- Hold 5 of DSHA Connects.

- Research new foundations and identify additional funding opportunities.
- Update the DSHA ambassadors' job description to clarify roles and execute training in August.
- Incorporate the 125th anniversary into existing 2017 calendar year events.
- Publish and present a written history of DSHA in 2017 to the greater DSHA community.
- Determine efficient and user-friendly online event registration process for summer programs, Girls Night In and Visit Days.

2017-18

- Assemble a small team of faculty, staff and students to discuss and plan for the future of DSHA student publications, including *The Word*, *The Myriad* and the student yearbook.
- Pilot physical wellness as an academic intervention with a small number of students who are on the D/F list first quarter.
- Implement new SIS for the 2018-2019 school year.
- Implement the “Building Bridges” diversity and inclusion theme.
- Analyze current allotment and use of Dasher Time to best inform co-curricular structure
- Use club/activity charters and historical data to categorize co-curricular activities
- Determine optimal schedule for assigning and tracking student involvement in co-curricular activities
- Execute a leadership training opportunity for student-athletes and coaches
- Review the instrument used for end of season student-athlete coach evaluations
- Develop of process for tracking and including more students of diverse backgrounds in Campus Ministry Leadership roles.
- Continue to increase awareness of Salvatorian charism within TSC and increase TSC Adult Faith Formation Participation 10%.
- Begin to create documents/methods to track and report TSC engagement levels, TSC turnover, and TSC diversity.
- Create plan to improve TSC wellness, to result in improved productivity and lower health insurance costs
- Implement benefits enrollment, onboarding and applicant tracking modules of Paylocity
- Certify or recertify all paid coaches in CPR/AED and Sport First Aid
- Work with Development to create and plan a Day of Giving at DSHA to take place in Fall 2017
- Establish framework to conduct post-event analysis – to measure engagement and track trends for alumnae events
- Develop/utilize effective stewardship methods for foundations by providing meaningful interactions with the students they help
- Increase the number of planned giving donors by 5 through effective cultivation and stewardship
- Deployment of RE NXT upgrade to Raiser’s Edge software
- Develop a plan for fresh, consistent content to share stories and voices within the DSHA community
- Evaluate effectiveness of current Parent ENews format and respond accordingly
- Engage stakeholders in helping communicate DSHA’s excellence to the greater Milwaukee community
- Develop a comprehensive and targeted marketing plan for Summer Cool to optimize the experience as a recruitment opportunity with the goal of increasing attendance by 5%.
- Implement new Admissions system for the 2018-2019 school year
- Increase personalized outreach by DSHA staff and ambassadors (phone calls, meetings, etc.) to prospective families to ensure the optimal mix of students in the applicant pool and enrolled incoming freshman class is reached
- Determine a timeline and a staff member with primary responsibility of planning, publicizing and implementing of the grade school Summer Cool program. Strategically schedule camps to optimize the prospective student experience at DSHA Summer Cool
- Research and conduct an external IT security audit

2018-19

- Formally reintroduce faculty collaborative teams, using the monthly faculty meeting as structured time for the teams to meet and work. The collaborative teams will be tied to strategic goals/activities.
- Introduce the Whole Person Education Specialist and its correlated programming initiatives as measures to help each student succeed to her fullest potential, paying special attention to students who may be at risk for academic underperformance and a lack of DSHA engagement.

- Successfully implement and monitor the co-curricular structure: successful attendance, student participation tracking, quality of work coming from clubs, how to engage more students in a variety of activities.
- Continue to Evaluate the Salvatorian Service program and collect data on students that are not completing their graduation requirement.
- Implement Health Risk Assessments for employees enrolled in DSHA health insurance.
- Explore ways to increase meaningful alumnae – student engagement around career path and networking.
- Facilitate the formal introduction of DSHA’s new president to the DSHA and Milwaukee communities.
- Finalize and implement a 12-month operational marketing plan that will align, acknowledge and guide the marketing and communications efforts for the following target audiences: admissions, alumnae, development, greater Milwaukee community, parents and students with the goal of optimizing external messaging and internal efficiencies.
- Implement a comprehensive and strategic calendar-based media and advertising plan.
- Evaluate and combine Orientation and Registration to make the freshman enrollment process more efficient and user-friendly.
- Work with sub-group of Board on sustainability and affordability issues.



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DSHA STATEMENTS OF MISSION, VISION AND PRINCIPLES

MISSION STATEMENT

Divine Savior Holy Angels High School is a Catholic college preparatory high school for young women that excels at developing the whole person. Sponsored by the Sisters of the Divine Savior and grounded in their mission to make known the goodness and kindness of Jesus Christ, we develop our students into capable young women of faith, heart and intellect who accept the gospel call to live lives that will make a difference.

VISION STATEMENT

DSHA will be #1: recognized as the premier choice for a girl seeking to grow into her full potential as a woman of faith, heart and intellect.

QUALITIES OF A DSHA GRADUATE

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The *Qualities of a DSHA Graduate* find their foundation in the mission of DSHA. Driven by the basic beliefs and values inherent in the mission of DSHA, it is by design that the educational experience of a DSHA student promotes her development as a confident and capable woman with the following qualities:

She is a *Believer*, grounded in Catholic Christian values which encourage her to act on God's call to a life of justice, service and integrity. Committed to living her faith, she recognizes the loving presence of God in all peoples and in all places.

She is a *Self-Advocate*, who as a young woman learns to accurately assess her abilities and to recognize and resist the cultural forces and customs that would erode her own emerging sense of self or cause her to act in conflict with her own values and beliefs. Through systematic opportunities to learn, practice and master self-advocacy behaviors, she begins to articulate her beliefs and values. She uses her own voice to state her opinion, ask questions and effectively negotiate for her strongest possible outcome.

She is a *Critical Thinker*, who applies problem-solving skills, good decision-making and creativity, focusing on quality processes, enlightened perspectives and life-long learning. She is an adaptable, analytical, curious intellectual who accesses credible information in her quest to understand, synthesize and innovate.

She is a *Communicator*, who is articulate, perceptive and responsive to others. She is highly skilled at interpersonal communication, effectively exchanging ideas through written, verbal and non-verbal means. She uses evolving technology and is an active and reflective listener who adapts her message to reach various audiences.

She is a *Leader*, who takes initiative, is self-directed and leads by positive influence. She is a collaborator who motivates and empowers others to develop their potential. She models a life of faith, life-long learning and wellness, and is accountable to and respectful of the viewpoints of others and other cultures.

DSHA's Catholic, Salvatorian foundation, prayer and worship experiences, commitment to service, academic program and co-curricular opportunities provide a young woman with high standards, tools and choices that empower her to develop the *Qualities of the DSHA Graduate*.

The 2019-24 DSHA Strategic Plan was approved by the DSHA Board of Directors at its meeting on November 12, 2019. The Objectives, Strategies and 5 Year Outcomes persist from year to year. Each year, the Strategic Council articulates annual strategic activities that are presented to the Board at its September meeting for its approval. The Board receives a mid-year report card at its March meeting and a final report card on the year just completed at its September Board meeting.

MISSION AND CATHOLIC IDENTITY

The Church’s teaching mission includes inviting young people to a relationship with Jesus Christ or deepening an existing relationship with Jesus, inserting young people into the life of the Church, and assisting young people to see and understand the role of faith in one’s daily life and in the larger society. “This unique Catholic identity makes our Catholic elementary and secondary schools ‘schools for the human person’ and allows them to fill a critical role in the future life of our Church, our country and our world” (The Catholic School on the Threshold of the Third Millennium, 1997). The following standards address Catholic identity and culture as vital to the mission of Catholic schools in the United States.

Category: Catholic & Salvatorian Identity

Strategic Objective

DSHA students, TSC and parents will grow in their relationship with God and will deepen their understanding and application of the charism of the Sisters of the Divine Savior, whose underlying message is to spread the Goodness and Kindness of Jesus.

Anticipated 5-year Outcomes

1. Seek opportunities to more fully deepen and embed our stated Faith Formation Outcomes across the school, not just in Theology classes or Campus Ministry programming.
2. Address issues of inherent dignity of all people through student opportunities in programming or initiatives.
3. Actively engage students in the principles of the Salvatorians and the charisms of the Sisters of the Divine Savior through regular opportunities to do so, both inside and outside the classroom, not just in Theology classes or Campus Ministry programming
4. Assess what we are currently doing with respect to integrating a Catholic culture at DSHA; develop a plan for a more communicated, integrated Catholic identity based on our assessments.
5. To receive exemplary recognition in the area of Catholic Identity through the Archdiocese

ACADEMIC EXCELLENCE

The United States Conference of Catholic Bishops affirms the message of the Congregation on Catholic Education that intellectual development of the person and growth as a Christian go forward hand in hand. Rooted in the mission of the Church, the Catholic school brings faith, culture and life together in harmony. In 2005, the bishops noted that “young people of the third millennium must be a source of energy and leadership in our Church and our nation. And, therefore, we must provide young people with an academically rigorous and doctrinally sound program of education” (Renewing Our Commitment to Catholic Elementary and Secondary School in the Third Millennium, 2005).

The essential elements of “an academically rigorous and doctrinally sound program” mandate curricular experiences—including co-curricular and extra-curricular activities—which are rigorous, relevant, research-based, and infused with Catholic faith and traditions. The following essential elements provide a framework for the design, implementation, and assessment of authentic academic excellence in Catholic school education from prekindergarten through secondary school.

Category: Academic Excellence: Teaching & Learning

Strategic Objective:

DSHA faculty will maximize student engagement and learning, including closing the internal achievement gap, by utilizing best practices in curriculum design, instructional strategies, and assessment for all learner abilities through our faculty's commitment to lifelong learning; through professional development and coaching; through formalized and innovative faculty collaboration within and between departments; through the systematic use of DSHA academic data; through current education research; through a broader understanding of "class time learning" and application; and through a modernized design of learning spaces.

Anticipated 5-year Outcomes

1. Develop a master facility plan, with a focus on maximizing student and faculty opportunities for collaboration and interdisciplinary research and work, wellness support, and outdoor athletic facilities.
2. Research and identify options for a process/option, including a sustainable economic model to support the option, for individualized high school plans.
3. Create a systematic collection and analysis of DSHA academic data combined with best practices research and innovations in learning to inform, shape and evaluate our annual professional development opportunities.
4. Create a structure and identify time for enhanced, formalized and innovative collaboration between and across departments.
5. Develop a four-year professional development program for faculty that is comprehensive and covers strategic initiatives across the institution: diversity & engagement, adolescent mental health and wellness, Salvatorian charisms, etc.
6. Research and evaluate the many Catholic, college-preparatory school inclusion programs to determine feasibility of implementation at DSHA. If feasible a program will be implemented during this plan.

Category: Academic Excellence: Engagement & Partnerships

Strategic Objective

Enhance community connectedness primarily amongst students but also all DSHA stakeholders such as TSC, parents, alumnae, benefactors and friends, while fully embracing the richly diverse makeup of the DSHA community. By enhancing our connectedness, we ensure that the benefits of a DSHA education and experience reaches all students, and even provides opportunities beyond our school and local Milwaukee community.

Anticipated 5-year Outcomes

1. Develop and activate a long-range diversity and inclusion plan that engages all members of the DSHA community in dialog with one another on topics that promote a community culture that values, respects and promotes a sense of belonging.
2. Create various yearly opportunities for academic/social/emotional connections between students and among the school community.
3. Fully track student involvement in co-curricular activities to ensure student engagement in the life of the school and to capitalize on the academic/social/emotional benefits that come with student engagement in activities; design next steps in fostering certain activities and understand and foster leadership development across activities.

4. Develop and implement career-focused programs and services and career-focused internships/vocations to include both internal and external internship opportunities.
5. Develop a system for monitoring and follow-up on the progress of all students: in academic progress, co-curricular involvement, service, attendance, and applied wellness.
6. Enhance our systematic vehicles of communication (e.g. school website, social media, parent eNews, SIS and mailings) to ensure that we provide the DSHA community with reliable sources of information on events, news, and other developments on an ongoing basis.
7. Formulate a comprehensive campus safety and security plan that includes policies, procedures, technology, physical plant, training and staffing.

Category: Academic Excellence: Student Wellness

Strategic Objective

DSHA will be seen as a leader in mental health and wellness for girls within the school setting by taking proactive leadership measures, deliberately connecting with all available resources, and by innovating services that lead to a healthier, more resilient Dasher.

Anticipated 5-year Outcomes

1. Explore and secure community partnerships with mental health professionals to expand the social and emotional support of students.
2. Implement the new Applied Wellness program and evaluate its effectiveness.
3. Perform a needs assessment of Student Services programming, services and staffing to determine student needs.
4. Pursue RAMP (**R**ecognized **A**SCA [*American School Counselors' Association*]**M**odel **P**rogram) certification for DSHA.
5. Create and implement an annual speaker series for students/parents/staff around adolescent wellness, including mental health.
6. Develop a four-year process that involves a student creating a personalized College Learning, Faith and Wellness Plan; additionally, as part of her senior year requirement, each student will present her College Learning, Faith and Wellness Plan to various constituent groups inside or outside DSHA.

OPERATIONAL VITALITY

Catholic schools are temporal organizations committed to the Church and the mission of Catholic education including a commitment to a culture of excellence and rigor. These schools exist in a milieu of constant socioeconomic challenges grounded in continuous need for sustainable financial planning, human resource/personnel management and professional formation, facilities maintenance and enhancement, and the requirement for institutional advancement and contemporary communication. Catholic schools must adopt and maintain standards for operational vitality in these areas and define the norms and expectations for fundamental procedures to support and ensure viability and sustainability. When a school does not maintain standards for operational vitality, the continuation of academic excellence is in grave jeopardy. Over time, even an academically rigorous school with strong Catholic identity will not survive without operational vitality. Standards for operational vitality must focus on the “operation” of the school—how it works and how it is supported—in four key areas: finances, human resources/personnel, facilities, and institutional advancement. The leader/ leadership team must manage each area and be subject to the direct oversight of the governing body in these matters.

Category: Operational Vitality – Technology

Strategic Objective

DSHA will integrate technology across the school both inside and outside of the classroom to maximize collaboration, efficiencies, and innovation for more productive work and higher engaged learning.

Anticipated 5-year Outcomes

1. Build out a DSHA intranet to support TSC needs
2. Determine the best technology to support teaching and learning process
3. Educate the TSC on email security and the role they play
4. Conduct a review of DSHA technology consultants to access if change is needed
5. Audit technology expenses to ensure DSHA is taking advantage of new technology advances, grants, and opportunities to control costs
6. Discover innovative ways to deploy technology solutions inside of DSHA to facilitate streamlined processes and less manual work
7. Maximize the efficiency's and collaboration possible in the major software platforms inside of DSHA

Category: Operational Vitality – Facilities & Equipment

Strategic Objective:

To have a plan for a modern, effective and safe facility, designed to maximize student and faculty collaboration, interdisciplinary research and work, wellness support, and outdoor athletic facilities.

Anticipated 5-year Outcomes

1. A master facility plan will exist, with a focus on maximizing student and faculty opportunities for collaboration and interdisciplinary research and work, wellness support, and outdoor athletic facilities.
2. DSHA will operate within a rolling 5-year Facilities/Equipment plan, incorporating sub-plans from Maintenance, Theatre, Athletics & Fitness, Campus Ministry, and Technology.
3. DSHA will operate with a detailed safety plan that addresses all areas of safety and security.
4. DSHA will have appropriate staffing to support safety and security throughout the institution.

Category: Operational Vitality – Human Resources

Strategic Objective

To have a diversified faculty and staff who are highly qualified, productive and engaged, operating within the delegated responsibilities of the Salvatorian charism.

Anticipated 5-year Outcomes

1. We will have a faculty and staff that are engaged.
2. There will be an environment to support TSC wellness.
3. The extent of TSC diversity will be documented and increased over current level.
4. TSC will have a greater understanding of diversity and will feel a greater sense of inclusion.
5. We hire candidates who are successful at their jobs and fit the DSHA culture.
6. We will have assessed the employee benefit structure and determined a course of action to reach/maintain competitive levels.
7. DSHA management will be effective leaders.
8. All employees will regularly engage in professional development.

Category: Operational Vitality – Financial Operations

Strategic Objective

Ensure that DSHA remains financially strong, with sustainable and diverse revenue sources, including affordable tuition to support the appropriate size student body.

Anticipated 5-year Outcomes

1. We will continue to have a balanced budget.
2. There will be a plan to grow the endowment to \$50 million.
3. The target number of students will have been identified, based on Milwaukee demographics and levels of financial need.
4. Adequate non-tuition revenue sources will have been identified, in order to maintain affordable tuition.
5. We will have articulated our level of commitment to the Milwaukee Parental Choice Program.

Category: Operational Vitality – Development: Fundraising

Strategic Objective:

To have met all fundraising goals over the course of this 5-year plan and to have expanded revenue sources to ensure sustainably.

Anticipated 5-year Outcomes

1. Annual Fund: Continue to meet the budget needs annually to support all aspects of the school.
2. Alumnae: 15% of all alumnae will be giving in some capacity to DSHA.
3. Major Gifts: Maintain \$200,000 - \$300,000 in major gift donations that are \$10,000 or more.
4. Planned Giving: We will have 115 Corner Stone Society members (currently have 89)
5. Foundations: We will submit 3 proposals to new foundations per year.
6. New Revenue: Identify and maximize existing and new revenue opportunities for the school
7. Capital Campaign: We will be ready to launch into our next capital Campaign at the conclusion of this plan.

Category: Operational Vitality – Development: Stakeholders

Strategic Objective:

DSHA's various stakeholders will have an increased awareness of the opportunities and challenges and a clear understanding of what their role is in supporting these opportunities and challenges.

Anticipated 5-year Outcomes:

1. Education: We will have a strong understanding of the school's philanthropic priorities and needs across all stakeholders regarding endowment, planned giving, Annual Fund, Scholarship, upcoming capital.
2. Meet the Needs: All Events/meetings will be highly attended and meeting the unique and personal needs of the audience. (stewardship)

3. Cultivate: We will have identified and cultivated 75 major gift donors to give at leadership levels for the next capital campaign.

Category: Operational Vitality - Recruitment

Strategic Objective:

Define and manage towards a sustain full student body that consists of a diverse socioeconomic make up across all grade levels.

Anticipated 5-year Outcomes:

1. Define and manage toward a sustainable student body make up that offers socioeconomic diversity with a range of FA/scholarship support.
2. Determine how to use financial aid and scholarship as a strategic enrollment tools through the lens of the donor and the recipient.
3. Taylor communication, outreach and events to prospective families to match the needs of the prospective family(families with financial needs as well as full tuition paying families).
4. Refine the messaging about the value of a DSHA education to emphasize what makes us unique in the Milwaukee market: Catholic, All Girls and Whole Person.
5. Increase number of applicants coming from new markets as well as from the middle class.

Category: Operational Vitality - Alumnae

Strategic Objective:

Increased engagement and philanthropic support from our Alumnae population from 8% giving to 15%, increase of 12% engagement (see chart)

Anticipated 5-year Outcomes:

1. Personalized communications and events based on Alumnae engagement level.
2. Established and implemented tracking of Alumnae engagement in DSHA activities.
3. Rebranded Alumnae weekend to include all Alumnae as well as reunion alumnae
4. Increase alumnae's level of engagement and giving across the spectrum from 15% giving and 12% engagement.
5. Alumnae engagement increases in connection to our intended impact, the student body.

Category: Operational Vitality – Marketing

Strategic Objectives:

With regard to Operational Vitality – Marketing | Anticipated Five-Year Outcome #1:

1. An evaluation of the current "All Girls Makes All the Difference" positioning will occur; and a new positioning will be implemented if deemed that it better reflects the mission, education experience, and brand as a whole.
2. The quality of a DSHA education and the student experience is consistently defined through both anecdotal stories and quantifiable measures.
3. Marketing language accurately reflects the quality of all programming and experiences.

4. Communication strategies will be evaluated and implemented to best tell the stories of the student education, experience, and transformation.
5. Ongoing evaluation of these strategies (1-4) will occur and include contemporary marketing tactics that speak to consumers in ways they are currently interacting with brands. (Examples could include social media, video, podcasts, digital targeting, website optimization, etc.)

With regard to Operational Vitality – Marketing | Anticipated Five-Year Outcome #2:

6. The immediate and long-term benefits of the following points-of-difference will be quantifiably and anecdotally communicated through existing marketing & communications platforms:
 - all-girls education
 - innovative approach to whole-person education
 - Catholic education, specifically the unique approach to faith formation and Campus Ministry at DSHA
7. DSHA will have a clear understanding of the points-of-difference of other area high schools, both private and public, that are defined as competitors.

With regard to Operational Vitality – Marketing | Anticipated Five-Year Outcome #3:

8. Various target audiences will be defined, and the unique needs of each targeted audience will be identified. This includes both internal and external constituencies.
9. Rationale for why each audience is segmented/targeted will be defined.
10. Communication strategies for each target audience will be identified and implemented.
11. Ongoing evaluation of audience definition and communication strategy will occur.

With regard to Operational Vitality – Marketing | Anticipated Five-Year Outcome #4:

12. Data to support the value proposition story will be collected and communicated in a quantifiable manner.
13. Communication strategies surrounding the value proposition and will be evaluated and implemented.
14. Implementation of communication strategies will reflect the specific needs of various targeted audiences and serve as a recruitment and yield strategy.
15. Ongoing evaluation of these strategies (12-14) will occur.

With regard to Operational Vitality – Marketing | Anticipated Five-Year Outcome #5:

16. An evaluation of current design elements that "show" the brand will occur.
17. The current logo citing the 125th anniversary will evolve; this evolution will maintain brand integrity and leverage elements from the existing logo, while better supporting the current DSHA brand.
18. A style guide of brand standards will be created and implemented for all DSHA branded items and communications.
19. An effort to implement consistent design usage across all internal groups will occur.

Anticipated 5-year Outcomes:

The DSHA brand is positioned to both the greater Milwaukee area and current constituencies such that:

1. it accurately reflects the quality of education and student experience.
2. the points-of-differences are clearly communicated and understood.
3. various identified audiences are consistently receiving messaging that meets their particular need.
4. the value proposition is clear and DSHA provides opportunities to meet the financial need of students.
5. design elements will be consistent among internal constituencies, and thus recognizable to an external audience in the greater Milwaukee community.

GOVERNANCE AND LEADERSHIP

Central to the mission of the Church is the work of Catholic school education. The success of this mission depends on the key components of effective governance, which provides direction or authority, and leadership, which ensures effective operations. Catholic school governance and leadership can be seen as a ministry that promotes and protects the responsibilities and rights of the school community. Governance and leadership based on the principles and practices of excellence are essential to insuring the Catholic identity, academic excellence, and operational vitality of the school. Although governance models vary based on the sponsorship of the school, those who serve on the governing body or leadership team in Catholic schools provide for an environment for the teaching of doctrine and Sacred Scripture, the building and experiencing of community, the serving of others, and the opportunity for worship.

Category: Governance and Leadership

Strategic Objective

All DSHA leadership will perform his or her daily functions under the umbrella of the Salvatorian Charism. Leaders will be given support through professional development that is ongoing and tailored to his or her needs.

Anticipated 5-year Outcomes

1. All TSC members have a strong understanding and implementation of the Salvatorian Charisms and how they impact their day to day work.
2. All members of the TSC that supervise members of the TSC will receive ongoing professional development in management and leadership.
3. DSHA will strengthen the collaboration with the Archdiocese and Catholic High Schools to increase the visibility of Catholic schools as the best option for high school in Milwaukee.
4. DSHA will have defined the student body make up, and enroll each class with a balance of socioeconomic diversity across the student body.
5. Succession plan – strategic council – critical functions -