



ACADEMY OF
HOLY ★ ANGELS

ACADEMY OF HOLY ANGELS VISION 2026: STRATEGIC PLAN



INTRODUCTION LETTER FROM THE PRESIDENT

Dear Friends of AHA,

I am proud to present the final update of the Academy of Holy Angels Strategic Plan that commences in 2021. The plan is a culmination of input from our teachers, staff, and community members in the form of our Board of Trustees. Our strategic initiatives established in 2015 as part of *VISION 2026* have remained and exist as a set of guiding directives for our work in the new plan. This new plan will help us to reimagine our school through the lens of the tenets that form our mission which is rooted in the values of our founders, the Sisters of St. Joseph of Carondelet.

For the past 145 years, Academy of Holy Angels has served the greater Twin Cities Metro as a strong, college preparatory Catholic high school. Our faculty and staff are highly dedicated, qualified, and committed to our mission through the academics and faith formation of our students.

At Holy Angels, we measure success through the achievements of our students, faculty, and alumni. Annually, our graduating class boasts impressive benchmarks in academic achievement, college acceptances, and significant scholarship offerings to many of the best colleges and universities in the country. Academy of Holy Angels alumni are making a difference in the Church and in our world by their leadership and service to the needy, marginalized, and less fortunate.

As we move forward, we want you to partner with us on our journey to continue to create the academic excellence and healthy social development that has long been the legacy of Holy Angels for decades.



Sincerely,

A handwritten signature in black ink that reads "Tom Shipley". The signature is written in a cursive, flowing style.

Tom Shipley
President

FROM THE BOARD CHAIR:

Greetings!

When I was a child, my family would take summer road trips. This was long before iPhones and GPS systems, so an essential component of our trip preparation was obtaining a TripTik travel planner from the local AAA office. The TripTik gave us directions for each leg of the trip and provided detailed suggestions for stops along the journey.

Vision 2026 is AHA's TripTik for a new, five-year journey upon which our community is about to embark. It was crafted after many hours of discussion among faculty, staff, and the Board of Trustees. Each section of the plan starts by setting the general direction and then offering more specific action items that will enable us to reach our desired destination: an even stronger institution committed to the education of a diverse student population. *Vision 2026* ensures Holy Angels students may achieve their full potential to excel intellectually, to live spiritually, to lead responsibly, to act justly, and to serve selflessly.

It is our expectation and hope that the Board of Trustees and school leadership will consult this strategic plan regularly over the course of the next five years and set annual goals to achieve incrementally the action steps set forth herein. With Vision 2026 as our lodestar, we hope to bring an outstanding institution to new heights.

Thank you to all who worked to make this strategic plan a reality. We are grateful for all of those who will work to see it through.



Chuck Knapp
AHA Board Chair, 2019-21

A TIME OF TRANSFORMATION

Academy of Holy Angels (AHA) high school has a rich tradition of service to students and families in the Twin Cities area. Founded in 1877 by the Sisters of St. Joseph, AHA has remained dedicated to preserving the past, providing for the present, and planning for the future. Within the walls of the historic and traditional yet modernized school building and campus, Academy of Holy Angels prepares students to meet the challenges of an ever-changing, ever-challenging global world.

The next five to ten years will be transformative for Academy of Holy Angels, as the school intends to build upon its already strong Catholic educational reputation while seizing the opportunity to become an outstanding and distinctive Minnesota institution.

Vision 2026 identifies the major emphases and initiatives that must be undertaken to allow the school to grow in enrollment, grow in financial stability, grow in educational excellence, and grow in a diverse, Catholic school culture. Vision 2026 will result in graduates who integrate academics with faith and values, understand themselves and their gifts, empathize with others' perspectives and experiences while clearly articulating their own, and participate actively in church, community, and the global society.

BOARD CHAIR 2021-PRESENT



Fr. Mike Tix
Board Chair

OUR MISSION

The mission of Academy of Holy Angels is to *educate and nurture a diverse student population so that each student, as a whole person, may achieve full potential to excel intellectually, to live spiritually, to lead responsibly, to act justly, and to serve selflessly.* This mission is as relevant today as it was 140 years ago—perhaps more so, as we prepare our students to navigate and be people of God in a dynamic and complex world. The mission, in short, is one of transformation. AHA students are transformed by their experience at the school, and they are better able to comprehend the world and their role in it.



OUR VISION

Academy of Holy Angels will excel as a locally and nationally recognized premier Catholic high school. AHA will provide a diverse student population with a rigorous college-preparatory curriculum and enhanced and extensive co-curricular offerings that are integrated with an active faith formation and service program. Our ultimate accomplishment will be students who become life-long learners, who become actively involved in serving their community, and who understand themselves and their gifts as individuals. We will attract and retain highly qualified and talented faculty/staff, provide cutting-edge facilities, and exercise sound fiscal management and financial support in the tradition of our founders, the Sisters of St. Joseph of Carondelet.

CORE PURPOSES:

1. Foster a learning environment of academic excellence and achievement in which each individual is provided the encouragement to reach his/her maximum potential.
2. Foster a Catholic and Christian-based educational setting which recognizes each individual's dignity and self-worth as seen in the eyes of God.
3. Foster a school culture in which students are socially responsible, develop greater awareness and empathy of others, and fulfill the tenets of the *AHA Way*:



- To Be a Part of the Solution
- To Help Others and Ourselves Succeed
- To Communicate "You Matter"
- To Honor the Absent

CORE GOALS:

1. Consciously act as a caring community based on our Catholic identity and CSJ values and demonstrate to our students how such a community performs.
2. Ensure academic excellence in a changing environment through a rigorous and dynamic college preparatory education based on best practices.
3. Guarantee adequate financial support, excellent, well-maintained facilities, and highly qualified and strongly motivated faculty and staff.

VISION 2026: THE FRAMEWORK

Vision 2026 is centered in the core goals established by Academy of Holy Angels, which affirm our mission. A mission such as ours, in short, is one of transformation. AHA students are transformed by their Catholic high school experience, resulting in young adults who are better able to comprehend the world and their role in it.

In order to clearly articulate and accomplish these goals and our mission, AHA has identified major areas of concentration that bring our vision to life and provide a course of action for our goals.

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FAITH DEVELOPMENT, CATHOLIC IDENTITY & CULTURE



DIRECTIONAL STATEMENT

Strengthen and enhance student understanding of, and performance in, living a Catholic identity in the tradition of the Sisters of St. Joseph of Carondelet.

Provide solid faith foundation, encourage Catholic dialogue, and understand the basic principles of Catholicism.

Enhance the AHA school culture with an understanding and forward-thinking approach to address what it means to be Catholic and for Academy of Holy Angels to identify its place in the local and world church community.

STRATEGIC APPROACHES

- **CONTINUE** to build upon AHA's tradition of service with emphasis of principles from Catholic Social Teachings.
- **ENHANCE** faith learning with opportunities and spiritual practices for students, faculty, and AHA community members.
- **STRENGTHEN** the AHA Way school culture initiative so that students experience a safe and welcoming high school atmosphere that transcends beyond the high school years into their college experience and life.

2022 ACTION ITEM

- Examine strengths to maintain and promote engagement of students in school, parish, and other faith involvement.

CURRICULUM/ACADEMIC EXCELLENCE

DIRECTIONAL STATEMENT

Improve student achievement by providing challenging and rigorous college-preparatory instruction.

Examine opportunities to expand curriculum using online learning, hybrid learning, and other structured delivery options.

STRATEGIC APPROACHES

- **BROADEN** curriculum to include real-world skills (such as finance) and whole student achievement and well-being.
- **IMPROVE** the student level of mastery in all AHA courses.
- **MAINTAIN** and improve level of achievement in standardized test scores.
- **INCREASE** student proficiency in technology with higher level opportunities and curriculum.
- **EMPHASIZE** critical thinking skills in all areas of curriculum.
- **MAINTAIN** strong enrollment in Advanced Placement classes while increasing proficiency levels.

2022 ACTION ITEM

- Highlight STEM education with increased participation from our diverse student population.



CO-CURRICULAR/ATHLETICS

DIRECTIONAL STATEMENT

Strengthen, broaden, and improve activities and athletics programs by making a commitment to excellence in each. Solidify the identity and reputation of Academy of Holy Angels as a “Center of Excellence” in all athletics and activity endeavors.

STRATEGIC APPROACHES

- **STRENGTHEN** the foundation of all athletic and activity programs.
- **ESTABLISH** a reputation for offering outstanding development camps for all students wishing to participate.
- **INTEGRATE** faith and values into our athletic and activity culture as a vehicle for living out our mission and serving the greater community.
- **IMPROVE, STRENGTHEN, AND ENHANCE** vocal and instrumental music program.

2022 ACTION ITEM

- Examine current offerings for participation level and consider expanding opportunities to include, but not limiting it to lifetime and contemporary activities with high student interest.



ENROLLMENT MANAGEMENT & ADMISSIONS



DIRECTIONAL STATEMENT

Attract and retain a diverse student body of high academic potential by establishing student recruitment and retention programs that create optimal enrollment for the future.

STRATEGIC APPROACHES

- **DEVELOP** a comprehensive enrollment management process and strategy that improves student retention and works towards the goal of student enrollment of 700 by 2025.
- **IDENTIFY** and implement strategies to increase the recruitment and support of students of under-represented populations.
- **ASSESS** and develop strategies to build relationships with and to support Catholic middle schools.

2022 ACTION ITEMS

- Annually collect and evaluate student and parent feedback information to enhance student experience and inform admissions strategies.
- Work with current AHA student groups to develop an outreach program (mentoring middle schoolers, giving tours, etc.).
- Review and evaluate current admissions staff structure and resources to achieve enrollment goals.
- Increase enrollment from public schools by creating interest and involvement via summer camps, alumni help, initiatives for parents to recommend others to look at AHA, online marketing efforts and financial incentives.

MARKETING & PUBLIC RELATIONS

DIRECTIONAL STATEMENT

Ensure that those in the greater Metro area and our other relevant constituencies are better aware of the distinctive and transformative mission and unique character of an Academy of Holy Angels education. Collaborate to support and enhance the goals of the enrollment, development, and curriculum teams.

STRATEGIC APPROACHES

- **PROVIDE** effective and consistent marketing initiatives that convey the excellence of AHA programs and achievements.
- **MAINTAIN** and enhance positive perceptions of AHA with all constituencies.
- **INCREASE** engagement between AHA and the community. Establish and build relationships with new individuals and organizations through creative outreach.

2022 ACTION ITEMS

- Redesign the school website.
- Use targeted digital marketing to increase the awareness of and promote the convenience of the central location of AHA within the Twin Cities.
- Research an outside agency to conduct a comprehensive brand and market analysis for AHA.



RESOURCE DEVELOPMENT



DIRECTIONAL STATEMENT

AHA intends to secure the financial resources necessary to build a strong financial base and support the school's vision of providing an excellent Catholic education to as many students as possible irrespective of financial need by developing and nurturing philanthropic relationships with existing stakeholders and identifying, engaging, and developing new long-term partnerships.

STRATEGIC APPROACHES

- **INCREASE** the annual development fund to help meet the school's expanding operational and student financial aid needs using a variety of giving channels (annual major gifts, special events and reunions, Give Day efforts, direct mail and phone, online and social media).
- **SECURE** capital funds to make needed facility improvements and upgrades to provide the best possible educational environment and effectively steward our beautiful gothic building and collegiate campus grounds.
- **GROW** the school's Endowment Fund so that it will provide a growing source of permanent financial stability for AHA.

2022 ACTION ITEMS

- Exceed the school's Annual Fund goal of \$1.877 million
- Increase the number of named scholarships from 30 to 36
- Expand the number of Legacy Society members from 100 to 120



FINANCE

DIRECTIONAL STATEMENT

Strengthen financial stability through sound fiscal and risk management and asset allocation to meet the short and long term operational and capital needs of Academy of Holy Angels.

STRATEGIC APPROACHES

- **MAINTAIN** and enhance the procedures and systems for capturing, processing, and reporting financial transactions in an accrual manner that facilitates the school's financial information reporting needs and meets all GAAP principles per AHA's independent auditors.
- **CREATE** and enhance systems which facilitate and provide quality service and sound financial counsel to the AHA community.
- **PROVIDE** innovative business solutions that support the academic mission of AHA and its constituencies.
- **ENSURE** a robust long range financial plan.

2022 ACTION ITEMS

- Partner with Facilities Committee on holistic capital plan and alignment on long-term investment priorities.
- Ongoing support of faculty and staff salary and benefit package to attract and retain diverse and highly qualified professionals.



FACILITIES/GROUNDS/SCHOOL SAFETY



DIRECTIONAL STATEMENT

Plan, develop, and maintain a state-of-the-art physical environment in the heritage of the unique architecture of our buildings to enhance AHA's mission and create a healthy, safe, and dynamic learning environment into the future.

STRATEGIC APPROACHES

- **PROVIDE** facilities which support dynamic and evolving grade 9-12 college-preparatory curriculum, programs, and technology.
- **CREATE** and maintain a safe, secure, and accessible physical environment that supports instructional programs, staff, students, and community members who use AHA facilities and grounds.
- **PROVIDE SAFE**, sound, effective, efficient facilities and grounds with a comprehensive plan for future needs.

2022 ACTION ITEM

- Develop a Master Campus Assessment Plan

GOVERNANCE



DIRECTIONAL STATEMENT

Create a governance model that provides for the effective and efficient discharge of board responsibilities which assist Academy of Holy Angels in meeting the mission and organizational goals set forth in its by-laws and strategic plan.

STRATEGIC APPROACHES

- **CONTINUE** to focus on recruiting, preparing, and supporting future governance leaders possessing the skills and attributes required in board members.
- **ASSESS** and evaluate the board, the chair, individual trustees, and the quality and effectiveness of board meetings/sessions, including reevaluation of the annual evaluation process.
- **CONTINUE** to evaluate and improve the Board governance structures.

2022 ACTION ITEMS

- Develop practices to ensure the regular and consistent review and documentation of progress on the School's strategic plan throughout the year.
- Expand and formalize the process for recruiting board candidates to make it more effective, inclusive, strategic, transparent, consistent, and aligned with the School's mission.
- Review and evaluate the School's governance structure and consider changes to ensure it aligns with best practices and the School's mission and strategic plan goals.

PERSONNEL RESOURCES



DIRECTIONAL STATEMENT

Attract and retain highly qualified faculty, staff, and administration committed to the mission of Academy of Holy Angels by ensuring a work environment that honors and values employees' contributions and provides continued professional growth.

STRATEGIC APPROACHES

- **CREATE** a multi-year resource plan that addresses wellness and the need for competitive compensation and benefits while recognizing the value of professional development for all employees.
- **DESIGN** an organization-wide program that effectively and efficiently provides clarity to all personnel in the delivery of the HR process and policies supporting AHA's needs and goals.
- **CREATE** a diversity hiring model that promotes outreach, inclusivity, and incentive-based criteria.

2022 ACTION ITEMS

- Create an annual review process for all components of the current staff and faculty salary and benefits program
- Review all co-curricular and NOA assignments for consistency in responsibilities, related tasks and remuneration.

BOARD MEMBERS

AHA BOARD OF TRUSTEES 2021-2022

Lisa Erickson (2/23)
Mark Erasmus '86 (1/24)
Sr. Sharon Gondek, CSJ (1/22)
Jazz Hampton '08 (2/24)
Yvonne Houle-Gillard (1/23)
Michelle Kenney Hweg ' 79 (1/24)
Pam Matthews Kerber '73 (3/22)
Chuck Knapp - Chair (2019-2021)
Susie Laird '90 (2/23)
Ray Longo (1/22)
Scott Lynch (1/22)
Sam Meckey (2/23)
Jon Meyer (1/23)
John Moroney (1/23)
Karen Morris (2/24)
Dave Oslund (1/22)
Dave Pelner '82 (1/22)
Jane LaLonde Shea (1/22)
Tom Shipley - ex officio
Mike Steinlage (2/24)
Fr. Mike Tix, Chair (2021 - present)
Jeff Vigil (1/23)
Chris Wilhoit (1/23)
Mike Wise '75 (2/24)

EXECUTIVE COMMITTEE 2020-21



Chuck Knapp - Board Chair

Pam Matthews Kerber '73 & Dave Pelner '82 -
Facilities
Lisa Erickson - Finance
Mike Steinlage - Governance
Fr. Mike Tix - Advancement/Academic & Student
Affairs

Staff/Non-Board

Tom Shipley - Ex-Officio

EXECUTIVE COMMITTEE 2021-22



Fr. Mike Tix - Board Chair

Pam Matthews Kerber '73/Dave Pelner '82 -
Facilities
Lisa Erickson - Finance
Mike Steinlage - Governance
Yvonne Houle-Gillard - Academic and Student
Affairs
Ray Longo - Advancement

Staff/Non-Board

Tom Shipley - Ex-Officio



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