



# MERCY HIGH SCHOOL

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Strategic Plan  
2019 - 2023



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**This strategic plan will be utilized for Mercy’s five-year operational plan.**

### Strategic Plan Outcomes: Operational Plan 2019 – 2023

- Priority 1**      Mercy High School leadership, faculty and staff will meet the diverse needs of students, practicing data driven decision making for curricular adjustments and providing resources to enrich learning experiences.....
  
- Priority 2**      Mercy High School leadership, faculty, and staff will support and enrich the development of the whole young woman through offering robust programing to address the spiritual, social-emotional, physical, behavioral and overall well-being of each student.....
  
- Priority 3**      Mercy High School’s Operational Resource Management will strengthen the mission and serve stakeholders while assuring the sustainability of the organization.....
  
- Priority 4**      Mercy High School Advancement will support the school's mission by expanding awareness of, advocacy for, engagement in, and investing in Mercy High School.....
  
- Priority 5**      Mercy High School Admissions will support the school’s mission by engaging stakeholders including past, current and prospective students and their families in the process of recruitment, marketing and retention.  
.....
  
- Priority 6**      Mercy High School will maintain a governance structure and develop a system of leadership based on the requirements of Mercy Education System of the Americas in order to effectively support the mission of the school.....

### **Mission Statement**

*Mercy High School, a Catholic college preparatory school immersed in the tradition of the Sisters of Mercy, educates and inspires young women of diverse backgrounds to lead and serve with compassion.*

### **Vision Statement**

A Mercy High School education is rooted in the Catholic faith and the charism of the Sisters of Mercy. Our school welcomes and nurtures diverse young women, following the example of Venerable Catherine McAuley, Founder of the Sisters. In order to engender life-long discovery, Mercy High School strives to exemplify an innovative learning community with committed educators and engaged students who seek and share knowledge and wisdom. Our students, graduates, and other members of this Mercy family aspire to live out their relationship with God as they:

- recognize their own unique gifts and talents and appreciate those of others
- seek personal, academic and professional excellence
- give voice to and exemplify their ideals
- pursue compassionate justice through action

Our cherished community is sustained and advanced by the active support of all members and friends.

## **Beliefs / Values**

We believe that the Gospel and the Mercy Values of Human Dignity, Justice, Service, Option for the Poor and Mercy are at the heart of everything we do.

We believe our Catholic faith and the examples of Venerable Catherine McAuley and the Sisters of Mercy provide the strong foundation upon which we build our work.

We believe that a spirit of hospitality is essential.

Our ongoing success depends on a strong commitment to these operational values:

- **Academic Excellence** - We value quality teaching and learning within an active learning community
- **Collaboration** - We value partnerships among individuals and groups within and outside the Mercy community that support our success as individuals and as an organization
- **Diversity** - We value and celebrate people of varied cultural, ethnic, faith, and socioeconomic backgrounds
- **Innovation** - We value creativity, problem solving, divergent thinking, continuous improvement, and entrepreneurship
- **Integrity** - We value acting in an honorable, moral, accountable, and peaceable manner in all circumstances
- **Leadership** - We value actively seeking solutions to school, local, and worldwide problems
- **Respect** - We value each individual, regardless of differences, because we are all children of God
- **Sustainability** – We value acting as good stewards of our financial, physical, and environmental resources

## **Environmental Scan**

### ***Internal Review***

#### **Strengths**

- Strong, diverse learning community with excellent and rigorous academics, high performing students, comprehensive curriculum and programs, and a commitment to meet the needs of all students
- Excellent athletic, fine arts, and extracurricular programs
- Strong Catholic, Mercy identity with charism of hospitality and inclusivity, and the practice of Mercy traditions and values creating a spirit of sisterhood
- Mercy Educational System of the Americas (MESA) sponsorship and participation in the global Mercy educational ministry
- Committed, engaged leadership at all levels (Board of Trustees, administration, faculty, staff, students, parents, alumnae, donors) to support and advance the mission
- Solid financial base through investments, endowments, annual funds, fundraising, planned giving and major gifts. Technology meaningfully integrated into curriculum and learning as well as operations, and recognized as an Apple Distinguished School
- Intentional effort to develop a safe and responsive environment for all: social, emotional, physical, and spiritual development
- Beautiful facilities and grounds support student life and extended opportunities

#### **Weaknesses**

- Financial challenges: Future growth, rising operational and tuition costs, providing competitive compensation to attract and retain teachers, and aging facilities
- Building relationships in support of the Mission Advancement effort to promote the Mercy mission and secure funding for its future
- Greater racial, ethnic and cultural diversity needed among administration and staff
- Capacity to meet and enhance diverse learning needs of the student population
- Accommodating student needs and challenges: Mental health, academic pressure, attendance, substance abuse, social, emotional, behavioral realities
- Need for meaningful and customized professional development for all staff

## ***EXTERNAL REVIEW***

### **Opportunities**

- Building relationships that support Major Gifts, Planned Giving, Endowment and Annual Fund
- Building respect and affection of graduates and families for Mercy as a living tradition supports mission advancement efforts
- Large pool of dedicated Mercy alumnae, benefactors, parents, and others
- Collaboration potential with other academic institutions, civic organizations, government entities, and nonprofit organizations
- Utilizing the Mercy network to provide opportunities and experiences for growing Mercy identity, and professional and social development
- Southeastern Michigan's cultural, ethnic, racial, and international diversity offers opportunity for enrollment growth
- Mercy charism as an avenue for students, staff, leadership and families to live the spirit of Mercy in service to our local and global communities
- Electronic and print media offers opportunities to promote knowledge and understanding of MHS mission

### **Threats**

- Financial realities: Rising tuition, enrollment challenge, and personnel expense
- Competition for students and teachers given from other private schools, excellent charter schools, public school districts, and online learning
- Teacher shortage on the national level
- Fostering Catholic identity and tradition in a rapidly changing and diverse religious and secular nation
- Overall social, political, economic, cultural, religious, and secular trends (exclusion, cultural intolerance, religious bias), diminishing student population, pervasiveness of social media, and more
- Safety challenges in light of societal climate of violence
- Cultural, familial, and societal pressures on youth, especially within the context of social media and technology

### **Critical Issues 2019 - 2023**

Learning

Whole Young Woman

Operational Resource Management

Mission Advancement

Admissions/Recruitment/Enrollment/Retention

Leadership/Governance

### **Planning Assumptions**

The Mercy School Strategic Plan 2019 – 2023 is:

- comprehensive in scope
- mission-driven and transformational
- representative of all stakeholders
- foundational for future plans and decisions
- directional and priority setting
- designed for implementation

## **Strategic Framework**

This Mercy High School Strategic Plan sets out the priorities, actions, key performance indicators (KPIs), and responsibilities of MHS during 2019 – 2023. It builds on present strengths and addresses internal weaknesses and identifies external opportunities and threats.

This Mercy High School Strategic Plan 2019 – 2023 was developed following valued consultation with the Board of Trustees, administration, mission advancement team, teachers and staff. Students, parents, faculty and staff, donors, and community stakeholders were invited to participate in a survey regarding future directions. (See Appendix B) The Strategic Planning Committee convened for three sessions and sub-committees developed operational planning drafts for each major planning session.

### **Results we expect**

- Responsible, productive world citizens who demonstrate moral character, civic responsibility, and citizenship
- Individual capacity for leadership, creativity, imagination, and service
- Women forged in the Catholic Mercy values of human dignity, mercy, justice, option for the poor, and service
- Self-directed, life-long learners, and critical thinkers who exercise personal responsibility
- Cultural competency and inclusive behavior
- Sustainability for mission

### **Actions we will take**

- Achieve excellence in curriculum, instruction, learning and assessment
- Nurture whole young woman development by supporting cognitive, social, emotional, spiritual, and physical development of each student
- Advance professional development
- Grow and retain student enrollment
- Achieve long-term financial sustainability
- Develop a culture of leadership and collaboration in all levels of the Mercy community
- Build and achieve strong internal and external relationships to sustain the MHS vision and mission



**Planning Participants**

***Board of Trustees***

Cheryl Delaney Kreger  
Nancy Aufferberg  
Anne Blake  
Jared Buckley  
Margaret Dimond  
Anne Fleming, RSM  
Dave Hall  
Susan Hartmus Hiser  
Brigid Johnson, RSM  
Diana Mercer-Pryor  
Karla Middlebrooks  
Carla O'Malley  
Sharon Sanderson  
Anita Sevier  
Paul Swanson  
Judith VanderVeen, RSM

***Administration***

Patricia Sattler  
Larry Baker  
Colleen McMaster  
Maria Siciliano Mueller  
Eleasha Tarplin  
Marlene Wojcik

***Mission Advancement Team***

Julie Earle  
Gina Gray  
Amy Iacobell  
Margaret Kurpiers  
Kelly McSweeney  
Erin Somerville  
Jennifer Stark  
Nancy Thompson, RSM  
Maureen Weiss

***Teacher / Staff***

Trish Brown  
Joyce Campbell  
Kristine Daley  
Judi Dennis  
Chris Janusch  
Alison Kline-Kator  
Cindy Richter  
Cathy Riley  
Susan Smith  
Margaret-Ann Wommer

***Athletic Director***

Nancy Malinowski

***Consultant / Facilitator***

Carmelita Murphy, OP

## **Stakeholders**

- Students
- Parents and families
- Board of Trustees
- Mercy Education System of the Americas (MESA)
- Sisters of Mercy of the Americas
- Administrators, Faculty, Staff
- Alumnae
- Donors: private, corporate, foundations, and others
- Community service organizations that MHS students serve
- Catholic feeder schools
- Surrounding school districts and charter schools
- Parent organizations
- Professional Education Associations
- City of Farmington Hills
- Local, state, federal governments and their legislators
- Colleges and universities receiving MHS graduates
- Media: social, electronic and print

## **Evaluation**

The President will bear responsibility for the overall implementation of the Mercy High School Strategic Plan 2019 – 2023. In turn the President will make appropriate delegation of authority and practice collegiality to assure coordinated implementation of the plan. The Board of Trustees will be vigilant in holding the President accountable for overall institutional performance.

Mercy High School will work in a collegial and consultative environment, encourage ideas and questions, and actively engage others in the ongoing implementation of the strategic plan. There will be reporting on events, activities, and decisions to each other, and the plan and its implementation will be integral to departmental meetings.

An annual planning event is recommended to review the MHS Strategic Plan 2019 – 2023 for progress in implementation and for continuous improvement in light of changing internal and external environments.

## **Acknowledgement**

Consultation and facilitation for the Strategic Plan 2019 – 2023 were provided by Carmelita Murphy, O.P., President, LEAD, Inc., Grand Rapids, Michigan.



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