



VILLANOVA  
PREPARATORY SCHOOL  
OJAI, CALIFORNIA



STRATEGIC PLAN  
2008-2013



### Alma Mater

When the twilight shadows gather  
 Out upon the campus green,  
 When the blue and purple night  
 Comes stealing on the scene,  
 Loyal heirs of Villanova  
 Sing a hymn of praise  
 To our dear old Alma Mater  
 And our high school days.

Villanova, Villanova  
 When we leave your sheltering walls,  
 We shall leave an echo ringing  
 Through your treasured halls.  
 We shall leave an echo ringing  
 In the starlit night,  
 While our memories are singing  
 Of the Blue and White.

## MISSION STATEMENT

In the Augustinian tradition, Villanova Preparatory School's mission is to graduate mature young adults of diverse backgrounds who express to the world the qualities of love, truth, and community. These students should think, judge, and act in ways that are sound and in keeping with the teachings of Jesus Christ. The school does this by providing a challenging Catholic college preparatory environment that promotes the development of mind and heart.



## SUMMARY OF STRATEGIC GOALS

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## INTRODUCTION

Villanova is a non-profit Roman Catholic high school owned and operated under the auspices of the Western Province of the Order of St. Augustine. The school is a co-educational, college preparatory school with approximately 325 students, located in the Ojai Valley in Ventura County, California, with both boarding and day students in grades 9 through 12. The curriculum is liberal arts focused and centered on Catholic Christian theology with a full range of extracurricular activities.

*Villanova promotes learning, love, unity, and respect for others.*

Villanova Preparatory School strives to display the characteristics that mark it as an Augustinian school as stated in the Educational Mission Statement of the Schools of the Province of St. Augustine. These characteristics include an emphasis on the primacy of love, a dedication to seek the truth, a fostering of tradition, a desire to serve a diverse population, and a commitment to build community among our faculty, students, staff, parents, and alumni.

The School serves students who indicate their desire to succeed in a strong academic curriculum. Following the liberal arts tradition, the curriculum aims at preparing each student for admission to a college or university. The curriculum acknowledges the traditions of Western Civilization and places particular emphasis on Judeo-Christian values and teaching. The program of studies seeks to provide the student with necessary skills for a successful life in a world of rapid technological and social changes. The School emphasizes effective oral and written communication, study skills, critical and interpretive thinking, and the ability to make rational, informed judgments.

To help students become mature citizens of the City of God, Villanova provides religious instruction that is true to Catholic doctrine and which echoes the teaching of St. Augustine. In addition, the School strives to give non-Catholic students an understanding of Catholicism and helps them nurture their own spiritual development.

As a community in which students, teachers, and parents share in the life of the Holy Spirit, the School tries to foster spirituality for each individual that promotes a concern for issues of charity, Christian service, and justice. Villanova recognizes that parents are the primary educators of their children. Therefore, the School encourages their full participation in their children's education.

The School strives to educate the whole person. As a result, it provides students with extracurricular programs and athletic activities that challenge, inspire, and develop sound bodies and minds. All activities at Villanova seek to promote social responsibility and teach students how to work harmoniously with others in achieving common goals. By creating a positive and caring environment for both resident and day students, Villanova promotes learning, love, unity, and respect for others. The School's ultimate desire is to graduate students who think, judge, and act in ways which are sound and in keeping with the teachings of Jesus Christ. In the Augustinian tradition, we also desire to graduate young adults who express to the world the qualities of unity, truth, and love in the world.

*Augustinian Values  
Unitas (Unity)  
Veritas (Truth)  
Caritas (Love)*

# 1 THE VILLANOVA EXPERIENCE: SHARED MISSION AND VALUES

## RATIONALE

Since 1924 Villanova Prep has promoted the mission and values of Catholic and Augustinian education. These values and the mission of the institution must be shared with new members of the Villanova Community and must be reviewed periodically to ensure relevance and their integration into the programs and practices of the School.

## STRATEGIES

- Continued active participation in the national “Institute for Augustinian Values in Education” by Faculty, Staff, and Directors to strengthen them as agents of Augustinian and Catholic values.
- Strengthen orientation activities for students, parents, new Faculty, and Board members to enable them to appreciate and participate in the values and mission of the school.
- Develop materials for the support of orientation and opportunities for growth in the understanding and realization of the school’s mission and culture.
- Use the Augustinian Core Values to focus a review of the religion programs and religious activities to better address the spiritual needs of all students (Catholics, other Christians, non-Christians, and those without any religious affiliation).
- Annually evaluate selected programs and aspects of school life to determine their alignment with the School’s mission and values.

*Villanova promotes the mission and values of Catholic and Augustinian education*

# STUDENTS AT THE CENTER 2

## RATIONALE

Villanova is a student centered school. The quality of what students experience is our number one priority. The small and safe school community with a significant international component and a strong local tradition make for relationships that are life-changing and unique. These opportunities can be more intentionally embraced and enriched.

## STRATEGIES

- Develop a comprehensive counseling program to meet student needs (academic, college and personal guidance) and provide training for teachers to recognize student needs.
- Develop a comprehensive training program for dorm staff to include pre-service Orientation, summer programs, and workshops.
- Develop an operations/procedures manual for dorm staff and develop and implement a Residential Life four year formation and life skills curriculum, with special concern for the needs of international students.

*Our number one priority is the student experience*

## 3 EXCELLENCE IN TEACHING AND LEARNING

### RATIONALE

Villanova is dedicated to seeking Truth. Through its Liberal Arts Curriculum, students are prepared to enter colleges and universities. Where teachers and students meet is the sacred space and central location for the most important function of the school. The success of teachers and students in their efforts must be regularly evaluated.

### STRATEGIES

- Aggressively strive to improve the linkage between curricular objectives and assessment of student achievement with regard to the school's Expected School Wide Learning Results.
- Research available data to better track and assess student achievement over time for the purpose of continually improving curriculum and teaching methods.
- Assist new teachers with special orientations and ongoing mentoring.
- Develop a Three Year Plan for professional development and assessment.
- Develop a series of strategies to ensure understanding and delivery of curriculum to include analysis of curricular and standardized test data, use of California State Standards as benchmarks, updated department handbooks, and training of teachers in the understanding of the impact of the ESLRs on curriculum design and effective assessment practices.
- Provide training for Faculty in divergent learning styles, differentiated instruction and cross cultural differences in learning along with familiarity with appropriate assessment tools.
- Review and evaluate Villanova's Clare Boothe Luce grant with respect to its impact on the school's ESLRs.

*Where teachers and students meet is the sacred space of teaching and learning*

## EXCELLENCE IN FACILITIES TO MATCH OUR PROGRAM 4

### RATIONALE

Facilities must not only follow but anticipate the legitimate needs of the program of studies and student development. Constant improvement of facility resources to meet Student and Faculty needs are a critical aspect of improving the Villanova Experience.

### STRATEGIES

- With the Master Plan as guide, conduct a broad based audit of current and future physical resource needs and desires.
- Review and revise the Technology Plan on an ongoing basis.

*Constant facility improvements are crucial for program excellence*

## 5 RESOURCES TO MAKE IT HAPPEN

### RATIONALE

A strong financial base and responsible stewardship of Villanova's resources are necessary to provide academic and extra-curricular programs, a balanced budget with appropriate reserves, adequate tuition assistance, excellent facilities, and support for an active development program.

### STRATEGIES

- Based on the Needs Audit and Technology Plan, develop and prioritize a short and long term projection of the cost of those needs and possible funding sources.
- Review past Development Office activities and develop a plan for the future, short and long term goals, funding, and staffing for institutional advancement activities.
- Develop and implement an on-going five year strategic financial plan which will continue a balanced budget, provide for the attraction and retention of qualified staff, and build reserves for future opportunities.
- Give special attention to increasing the scholarship endowment to fund anticipated increases in tuition assistance needs.
- Develop an aggressive needs based tuition assistance program responsive to families' needs, with particular attention to Catholic families

*Special attention  
to increase the  
scholarship  
endowment to help  
fund tuition*

## GUARDIANS OF THE VISION 6

### RATIONALE

The Board of Directors, in conjunction with the Augustinians, has a responsibility to establish policy and articulate and promote the mission and the vision of Villanova. They are stewards and guardians of the vision.

### STRATEGIES

- Selection of board members will be balanced with expertise of candidates and with special concern for orientation of new members.
- With new By-Laws (2007) and the governance of the school in transition, concern will be given to understandings of the relationship among the Board, the Augustinians, and the school administrative structure.
- The Strategic Plan is to be championed and assessed by the Board in cooperation with the Head of School with an annual audit, review, and renewal.
- The Board of Directors should make resource development a priority to ensure the future financial viability of the school.

*Champions of the  
mission and vision*

## 7 RELATIONSHIPS WITH OTHER COMMUNITIES

### RATIONALE

Villanova needs collaborative relationships with other communities to fulfill its mission and also to model for its students the importance of service and sharing talents and resources with others for the common good.

### STRATEGIES

- The Board along with the Head of School will look for opportunities to share resources with the community (especially in areas of student service) and seek collaborative ventures with community groups.
- The school will continue to strengthen ties with Ventura County Catholic elementary schools and parishes in recruiting of students and developing appropriate partnerships with them.
- The school should continue to expand contacts with other Augustinian schools and ministries.

*Importance of service and sharing for strong community relationships*

## 8 EXPECTED SCHOOLWIDE LEARNING RESULTS (ESLRS)

The Villanova Preparatory School Community prepares young men and women to live in both the City of God and the City of Man. It is intent upon developing the mind, body, and heart of young men and women. A Villanova graduate is ideally: *(Revised February 2005)*

### A PERSON EDUCATED IN CHRISTIAN VALUES WHO

- shows love of God, self, and others through commitment to family and community
- has a strong sense of self worth and conducts her/himself within a truthful, moral code
- gives service to the Villanova and extended community
- understands and acknowledges the teachings of Jesus Christ while being respectful of other religions and cultures
- promotes justice for all
- and seeks to grow in prayer and spirituality.

*Development of the mind, body and heart of students*

### A CRITICAL AND CONCEPTUAL THINKER WHO

- demonstrates a mastery of Villanova's core curriculum
- thinks logically and makes sound choices while remaining open to new challenges and change
- can read, comprehend, analyze and evaluate increasingly complex material
- can access, evaluate, and use information and is confident in solving problems
- can effectively apply and synthesize material and skills developed across the curriculum
- and can efficiently use and adapt to changing technology.

## 8 EXPECTED SCHOOLWIDE LEARNING RESULTS (ESLRS)

### AN EFFECTIVE COMMUNICATOR WHO

- reads, writes, listens and speaks effectively
- clearly expresses ideas and thoughts supported by rationale, while remaining open to other points of view
- and organizes material for presentation to various diverse audiences.

### A SELF-DIRECTED/LIFELONG LEARNER

- has developed effective time management skills
- has a sense of intellectual curiosity and a love of learning
- is able to set priorities and achieve goals
- has the necessary skills needed to continue learning
- is able to adapt effectively to changing conditions and situations
- and is aware of the importance of a healthy lifestyle.

### A TEAM PLAYER AND/OR LEADER WHO

- exemplifies Villanova's core values of charity, community, and truth
- is able to set goals, provide positive direction, and build consensus as a member of a group or team
- demonstrates teamwork and cooperation
- and can accept compliments and constructive criticism with grace.

### A SOCIALLY AND GLOBALLY AWARE PERSON WHO

- understands and lives gospel values
- values and appreciates diversity in his/her society and other cultures
- is a good citizen who is committed to social justice and community
- takes personal responsibility for the good of all
- understands and values the democratic process
- and understands and participates in the political process.

*Living  
harmoniously in  
the City of God  
and the City  
of Man*

### *Order of St. Augustine*

#### *Province of St. Augustine in California*

##### *Prior Provincial:*

*Very Rev. Gary E. Sanders, O.S.A.*

##### *Councilors:*

*Rev. Robert W. Gavotto, O.S.A.*

*Rev. John D. Keller, O.S.A.*

*Rev. Gregory D. Heidenblut, O.S.A.*

*Rev. Thomas J. McLaughlin, O.S.A.*

#### *Board of Directors*

*Mary Baker*

*William Blackstone '51*

*Paul Dougherty '51*

*Elaine Franssen '82*

*David Hadlen '65*

*Rev. Gregory D. Heidenblut, O.S.A.*

*Rev. Patrick Keane, O.S.A.*

*Rev. John Keller O.S.A.*

*David Lamb '71*

*Stephen Maulhardt '65*

*Rev. Michael McFadden, O.S.A.*

*Frances Merkley, Ph. D*

*Anthony Sabatino*

*Michael Saliba*

*Very Rev. Gary Sanders, O.S.A.*

*Andrew Smidt, Ed. D*

*James Walker '54, Ed. D*

*Sr. Rachel Yorgules, I.H.M.*

#### *Administration*

*President*

*Rev. Gregory D. Heidenblut, O.S.A.*

*Headmaster*

*Anthony J. Sabatino*

*Assistant Headmaster for Student Life*

*Michael Stumpf*

*Assistant Headmaster for Academics*

*Meredy Benson*

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