






# MILTON HERSHEY SCHOOL®

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Milton Hershey School is one of the world's best private schools, where qualifying students in pre-k through 12th grade live and learn on campus and receive an exceptional educational experience—with all costs covered.

*Milton Hershey School does not discriminate in admissions or other programs and services on the basis of race, color, national or ethnic origin, ancestry, sex, religious creed, or disability. Visit [mhskids.org](https://mhskids.org) for more information.*



## The GIFT Strategic Framework

2025–2034



MILTON  
HERSHEY  
SCHOOL®  
FOUNDED 1909





"I wanted to get away from the idea of institutions and charity and compulsion, and to give as many [children] as possible real homes, real comforts, education, and training, so they could be useful and happy citizens."

**Milton S. Hershey**

*Liberty Weekly*, September 13, 1924



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## A Letter from President Gurt: Introducing Our Strategic Framework for the Future

In 2034, Milton Hershey School will celebrate the 125th anniversary of the signing of our Deed of Trust. With the milestone of this incredible GIFT on the horizon, we are humbled by our legacy and energized by the opportunities ahead. This anniversary is more than a celebration of our past—it is a defining moment that invites us to dream bigger, act with intention, and move forward with renewed purpose and unity toward our common goal: to help our 2,200 students and counting lead productive and fulfilling lives.

Grounded in the enduring vision of our founders, their values, and the guiding principles they left us in the Deed of Trust, we have developed a bold and comprehensive Strategic Framework to guide our next nine years as a school community.

This framework is anchored in three core objectives:

- **Sustain and improve the quality of MHS programs and outcomes.**

- **Grow MHS to serve more students and families.**
- **Sustain and grow our subsidiary—Catherine Hershey Schools for Early Learning—in service of the MHS mission.**

These objectives reflect our commitment to excellence and readiness to meet the challenges of tomorrow. While our core mission will remain unchanged, as it has for over a century, our delivery and approach will continue to evolve in response to a rapidly changing world.

By 2034, we aim to achieve a transformative leap in our impact—both within and beyond the Hershey community. To guide us toward this vision, we have established a Strategic Framework built on four interdependent imperatives.

Together, these goals will unlock even greater success for thousands of MHS students and alumni—past, present, and future.

We are proud to share this exciting strategic vision with you and invite you to join us on this transformational journey. You can learn more about the The GIFT Strategic Framework in the pages that follow. With tradition fueling innovation as our guide, the future of MHS is undoubtedly bright.

Sincerely,

**Peter G. Gurt '85**  
MHS President





# Vision Statement

As we look to the future, we do so with deep gratitude for the extraordinary gift entrusted to us by our founders. The Deed of Trust is more than a historical document. It is a living promise that continues to shape who we are and who we strive to become. The GIFT Strategic Framework is a bold expression of that promise, built to guide our community toward transformative impact.

**Our Vision**


**MHS aspires toward transformative Leaps in our impact within and beyond the Hershey community. By 2034, our MHS community embraces our founders' greatest gift—the Deed of Trust—by upholding our MHS Sacred Values and our tradition of pursuing excellence and embracing innovation, to prepare more students than ever before for career and life success.**





# Rooted in the Deed of Trust


The Deed of Trust—our North Star—is the foundation that guides Milton Hershey School. Since 1909, MHS has continually refined its home and school model to meet the evolving needs of students while staying true to our founders' vision.


Together, these foundational components below form a continuum of care and learning that equips students and staff with the tools and resources to grow with purpose, lead with integrity, and thrive in a changing world.

- 


**DEED OF TRUST & MISSION (1909)**  
The Deed of Trust is the foundational legal document that guides every decision and action at MHS, ensuring we remain steadfast in our mission: to nurture and educate children in social and financial need to lead fulfilling and productive lives.
- 

**SCHOOL PLEDGE (1926)**  
Inspired by the Deed of Trust, the School Pledge is a daily affirmation of the values and standards that unite our community.
- 

**SACRED VALUES (2003)**  
The four Sacred Values—Commitment to Mission, Integrity, Positive Spirit, and Mutual Respect—serve as the moral compass and define standards for the MHS community.
- 

**THE MILTON HERSHEY WAY (2023)**  
This framework, focused on the pillars of character development and Career-Focused Education, empowers students to be their best selves with support from staff who have high expectations and warmly demand excellence of them.
- 

**MINDSET, HEARTSET, SKILLSET (2025)**  
The Leadership Development Framework and Entrepreneurial M.H.S. Framework shape how students and staff grow, lead, and live with purpose. They foster values-based thinking, compassionate relationships, and the skills needed to thrive and serve others.



**THE MILTON HERSHEY WAY**  
**The continuous pursuit of excellence through mutual respect and work ethic to prepare students for career and life success.**



# The GIFT Strategic Framework

The GIFT Strategic Framework—representing our goals to Grow, Innovate, Fortify, and Transform—is both a tribute to our legacy and a bold call to action. It reflects our commitment to honoring the Deed of Trust by preparing more students than ever before for career and life success.

Each element of The GIFT Strategic Framework is designed to move us forward with purpose:

- **Grow Our Mission** and impact within and beyond the Hershey community.
- **Innovate on the Delivery of Our Mission** through bold thinking and entrepreneurial spirit.
- **Fortify The Milton Hershey Way** by deepening our commitment to character, career readiness, and shared values.
- **Transform Our Culture** by inspiring excellence, accountability, and continuous growth.

G

**ASPIRATION:**

Amplify MHS impact within and beyond our school community by growing MHS and our subsidiary CHS and exploring new strategic opportunities.

F

**ASPIRATION:**

Equip all MHS students with mutual respect and work ethic by elevating shared ownership for character development.

Empower all MHS students to achieve their career and life goals through individualized and integrated Career-Focused Education and graduate readiness.



I

**ASPIRATION:**

Actualize the One Hershey Vision, instilling Entrepreneurial Mindset, Heartset, and Skillset, across our community and strengthening career services for students and graduates.

T

**ASPIRATION:**

Inspire the pursuit of excellence and innovation through top talent recruitment, improved values alignment, competencies, professional development, and accountability.

ENABLING CONDITIONS: **STAFF AS WARM DEMANDERS** | **TECHNOLOGY AS AN ACCELERATOR** | **FACILITIES TO EXPAND OPPORTUNITIES**



# Enabling Conditions

To realize these bold aspirations, we must do more than set goals. We must create the conditions that allow those goals to thrive. These enabling conditions are the foundational systems, mindsets, and tools that support every leap forward.

These are not standalone initiatives. They are woven into the fabric of our daily work, ensuring that our strategic goals are not only visionary but also achievable. These conditions empower our staff, accelerate our progress, and expand opportunities for students.

Three core enabling conditions:

STAFF AS WARM DEMANDERS

All adults at MHS serve as warm demanders who hold themselves, other adults, and students accountable to maximize their efforts, show respect, and meet high expectations.



TECHNOLOGY AS AN ACCELERATOR

From AI-integrated systems to personalized learning tools, technology helps us scale impact, streamline operations, and prepare students for a rapidly evolving world.



FACILITIES TO EXPAND OPPORTUNITIES

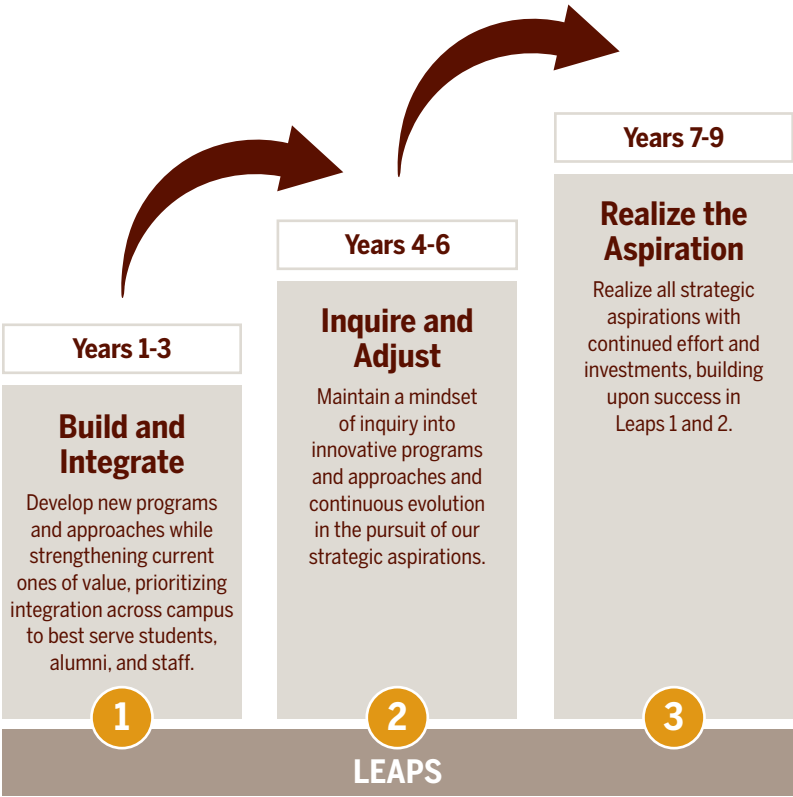
Purpose-built spaces like the Center for Entrepreneurial and Career Excellence (CE)<sup>2</sup> and other community-focused facilities provide environments where innovation, learning, and growth flourish.



# Our Leaps Forward

To achieve our long-term aspirations, we must act with intention. Leaps are designed to help us do just that—breaking our nine-year vision into focused, achievable milestones that keep us moving forward with clarity and momentum.

Each Leap spans approximately three years and builds upon the progress of the previous one. Together, they ensure we stay grounded in our mission while adapting to new opportunities and challenges along the way.



These Leaps are more than a timeline. They are a shared commitment to progress, accountability, and excellence at every stage of our journey.



# Leap 1 (2025-2028)

The first three years of our strategic framework are focused on building the foundation for long-term success. During Leap 1, we will launch new programs, strengthen what’s already working, and prioritize integration across our campus and community. This phase is about aligning our systems, people, and practices to ensure we are prepared to grow, innovate, fortify, and transform together.

Each milestone in this phase is designed to move us closer to our 2034 aspirations while delivering meaningful progress today. From expanding student capacity and launching the Center for Entrepreneurial and Career Excellence, to aligning our educational model and strengthening our culture, Leap 1 sets the stage for everything that follows.

Years 1-3

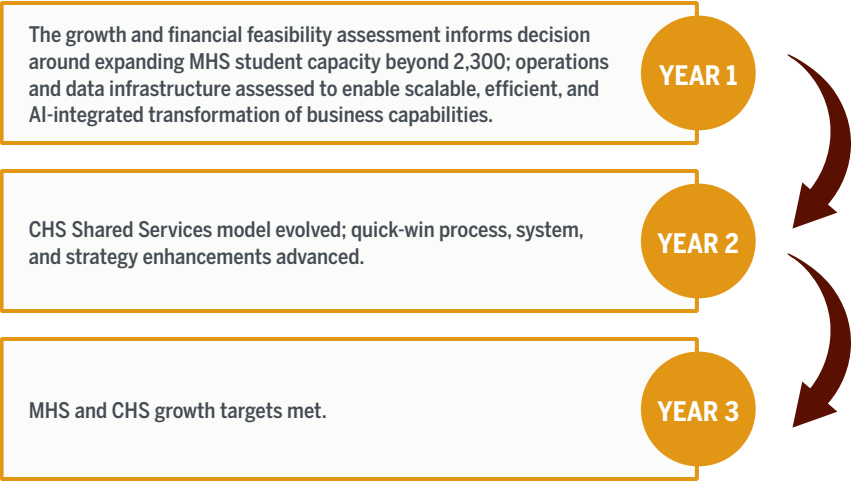
Build and Integrate

1



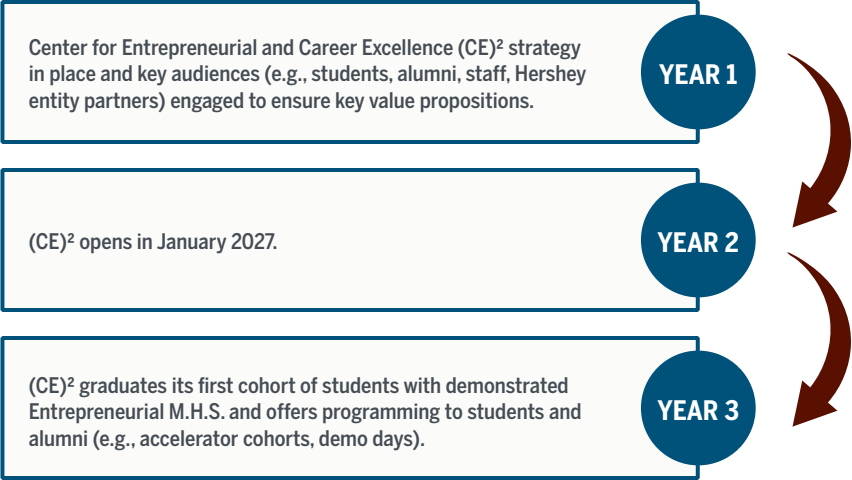
## Grow Imperative:

What We Will Achieve:  
Expanding Our Reach  
(Years 1-3)



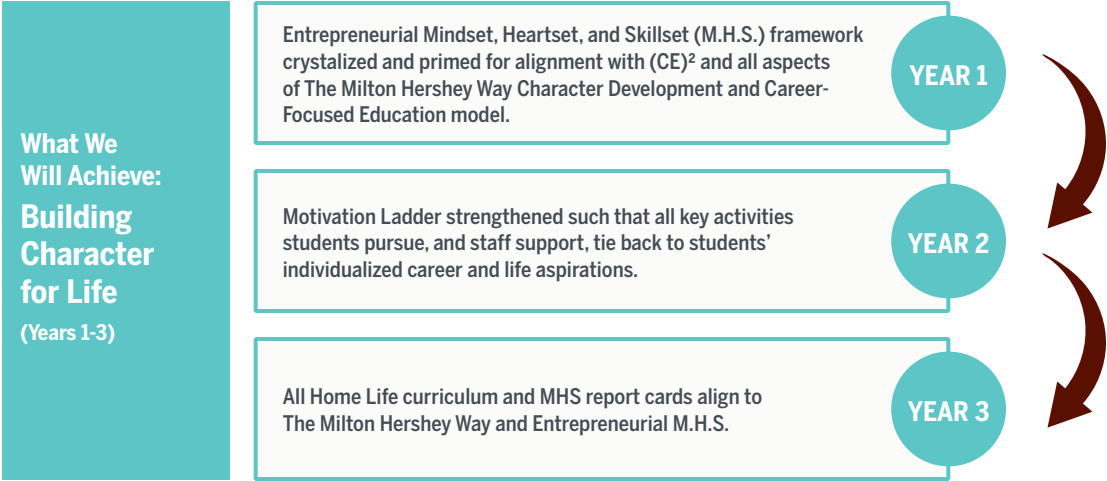
## Innovate Imperative:

What We Will Achieve:  
Igniting Innovation  
(Years 1-3)





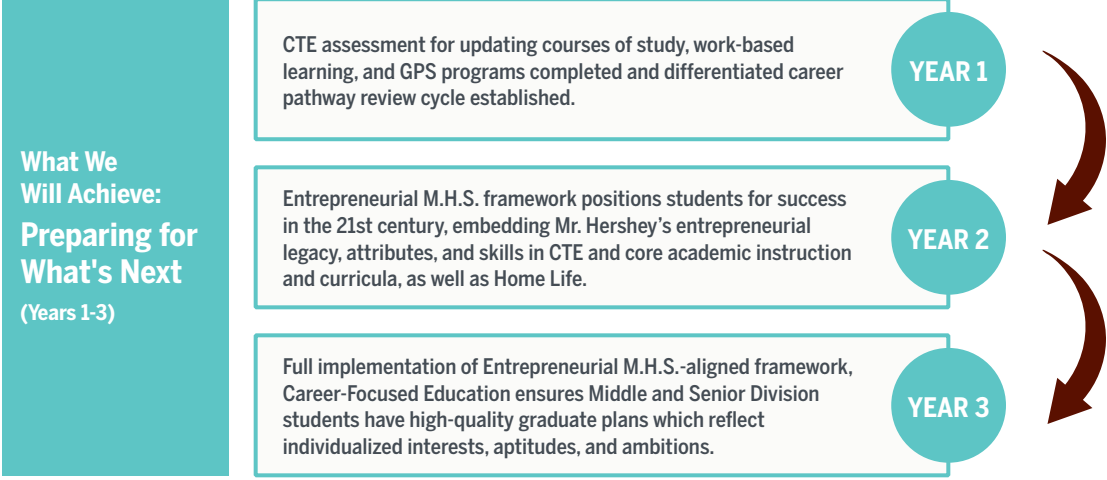
Fortify Imperative – Character:



Transform Imperative:



Fortify Imperative – Career:

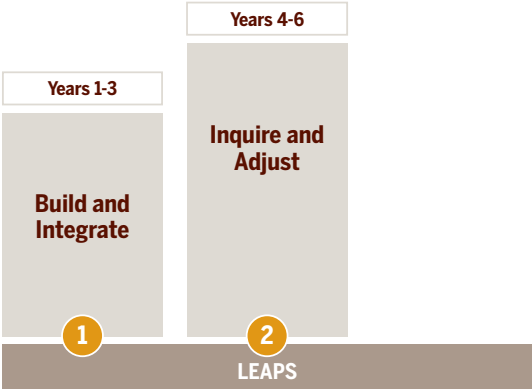




# Leap 2 (2028-2031)

The second phase of our strategic framework is focused on inquiry, innovation, and evolution. Building on the momentum of Leap 1, this phase is about refining our approaches, deepening our impact, and staying agile in a changing world.

We will ask bold questions, test new ideas, and adjust strategies to ensure we remain aligned with our long-term aspirations. Leap 2 is where innovation meets accountability—and where our commitment to continuous improvement takes center stage.



## Grow Imperative:

We will use data and strategic planning to prepare for growth and expand our impact.

**What We Will Achieve:**  
**Strengthening the Foundation**  
(Years 4-6)

Use data to identify new opportunities and strengthen systems.

Align facilities and initiatives to support mission growth.

Begin facility expansion if enrollment increases, using advanced data tools.

## Innovate Imperative:

We will expand (CE)<sup>2</sup> and deepen alumni and partner engagement to empower students for career and life success.

**What We Will Achieve:**  
**Expanding Possibilities**  
(Years 4-6)

Alumni actively support students through (CE)<sup>2</sup> and career services.

(CE)<sup>2</sup> expands programs to Hershey entities and external partners.

MHS graduates are recognized as top talent in Hershey and beyond.



Fortify Imperative – Character:

We will strengthen character development by refining tools and aligning programs with The Milton Hershey Way.

What We Will Achieve:  
Elevating Character and Culture  
(Years 4-6)

Review programs to guide updated character strategies.

Strengthen MHS-aligned tools to improve student growth.

The diploma reflects full development in academics, respect, and work ethic.

Fortify Imperative – Career:

We will evolve career pathways through expanded partnerships and continuous improvement of learning experiences.

What We Will Achieve:  
Evolving Career Pathways  
(Years 4-6)

Expand associate degree options with partners.

Continuously improve career pathways and learning experiences.

Graduates follow personalized, purpose-driven career paths.

Transform Imperative:

We will build leadership capacity and enhance systems to foster a culture of excellence and future readiness.

What We Will Achieve:  
Deepening Engagement  
(Years 4-6)

Review programs and celebrate MHS anniversaries to boost engagement.

Launch leadership development framework and new programs based on data.

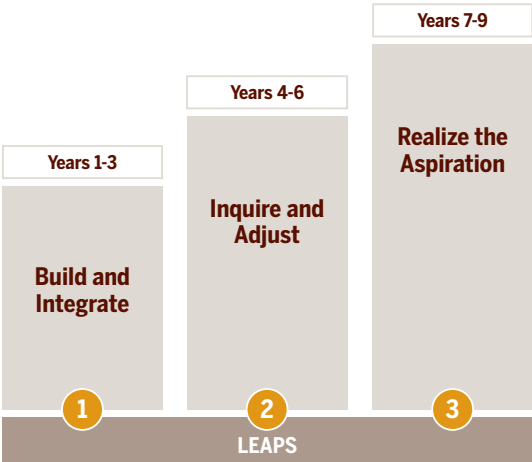
Improve performance systems and succession planning.



# Leap 3 (2031-2034)

The final phase of our strategic framework is where our long-term vision becomes reality. It's the culmination of years of learning, building, and evolving—and the moment when our aspirations take shape in measurable, lasting ways.

This phase is about scaling what works, celebrating progress, and ensuring sustainability for future generations. It's where legacy meets leadership, and where Milton Hershey School solidifies its place as a national leader in character development and Career-Focused Education.



## Grow Imperative:

We will grow our reach and refine our systems to serve more students with excellence.

**What We Will Achieve:  
Scaling Impact  
(Years 7-9)**

Expand MHS and CHS strategically to serve more students with excellence.

Complete next-phase facility development to support growth.

Implement smarter admissions and integrated systems to enhance efficiency.

## Innovate Imperative:

We will lead by example, sharing what works and inspiring others to follow.

**What We Will Achieve:  
Inspiring Innovation  
(Years 7-9)**

Position (CE)<sup>2</sup> as a nationally recognized model for entrepreneurial and career education.

Demonstrate strong outcomes from Earn and Learn and One Hershey programs.

Deliver career services that support lifelong success for students and alumni.



Fortify Imperative – Character:

We will ensure that every student and staff member embody the values that define us.

What We Will Achieve:  
**Living the Legacy**  
(Years 7-9)

Fully embed MHS Sacred Values and the warm demander mindset across the community.

Foster a culture of ownership, pride, and shared purpose.

Ensure graduates are equipped with essential life and character skills.

Fortify Imperative – Career:

We will continue to evolve our career pathways to meet the needs of a changing world.

What We Will Achieve:  
**Leading with Purpose**  
(Years 7-9)

Expand degree and certificate options to meet evolving career demands.

Support student excellence across academics, career pathways, and extracurriculars.

Establish MHS as a national leader in Career-Focused Education.

Transform Imperative:

We will sustain a culture of high performance, leadership, and collaboration.

What We Will Achieve:  
**Excellence as the Standard**  
(Years 7-9)

Position MHS as an employer of choice in mission-driving education.

Sustain leadership development and accountability across all roles.

Unite the community around a shared commitment to excellence and purpose.





# From Vision to Impact: Defining Our Future

A bold vision requires clear outcomes. To ensure The GIFT Strategic Framework leads to meaningful, measurable progress, we’ve defined what success looks like across each of our four strategic imperatives.

Each imperative is paired with a set of outcomes that will guide our decisions, shape our priorities, and keep us focused on what matters most: preparing students for career and life success while honoring the legacy of Milton and Catherine Hershey.

## Grow Our Mission

### Expanding Opportunity

By 2034, MHS will expand its reach and deepen its impact—serving more students, supporting more alumni, and strengthening the pipeline from Catherine Hershey Schools for Early Learning.

#### Success by 2034

**Alumni Success:** MHS effectively supports the career placement and success of more than 700 recent graduates.

**Student Enrollment:** MHS serves at least 2,300 students by the 2034 school year.

**CHS Feeder:** CHS solidifies its position as an enrollment pipeline to MHS.

## Innovate on the Delivery of Our Mission

### Bold Thinking, Lasting Impact

By 2034, MHS will lead with bold ideas and strategic partnerships that expand opportunities for students and alumni.

#### Success by 2034

**Established Center:** MHS (CE)<sup>2</sup> has graduated its first cohort of students with Entrepreneurial Mindset, Heartset, and Skillset (M.H.S.), as well as engaged alumni in continued career success.

**Strong Partnerships:** Partnerships thrive on mutual commitment to the One Hershey Vision, with collaborative feedback loops.

**Clear Value Propositions:** Engagement with each Hershey entity is high-quality and high-quantity, ensuring stakeholders realize clear benefits from career services and other programming.

**Workforce Development Capital:** MHS students and graduates are sought-after employees.

## Fortify The Milton Hershey Way: Character

### Living Our Values

By 2034, our community will fully embody the values and culture that define The Milton Hershey Way.

#### Success by 2034

**Mindset and Heartset:** All students and staff proudly embody the MHS Sacred Values and serve as warm demanders.

**Career and Life Success:** Graduates report MHS has equipped them with the life and character skills, including mutual respect and work ethic, needed for future success.

**Enduring Relationships:** Every student learns the value of enduring relationships, especially through Home Life, for personal fulfillment and career success.

**Legacy:** All students and staff demonstrate ownership of and impact on MHS culture, leaving a legacy they are proud of.

## Fortify The Milton Hershey Way: Career

### Purposeful Pathways

By 2034, every student will be equipped to reach their full potential through personalized, integrated Career-Focused Education, and meaningful career pathways.

#### Success by 2034

**Full Potential:** Students model excellence and the MHS Sacred Values across academics, Career-Focused Education, and extracurriculars.

**Individualized and Integrated Support:** All students have high-quality graduate plans that adapt over time to reflect their individual interests, aptitudes, and ambitions.

**Extreme Ownership:** Staff demonstrate accountability for whole-student success while at MHS and beyond.

**Fit-for-Purpose Career Pathways:** Graduates successfully pursue fit-for-purpose career pathways.

## Transform Our Culture

### Empowered People, Enduring Culture

By 2034, MHS will be a thriving community where excellence is the standard and every individual feels empowered, accountable, and aligned in purpose.

#### Success by 2034

**Partners in Purpose:** Staff and students embody the warm demander mindset of excellence, ownership, and collaboration.

**Strategic Talent Alignment:** We win the battle for top talent demonstrated through a workforce that is agile and future-ready.

**Employer of Choice:** MHS is the benchmark for mission-driven, high-performance workplaces.

**Engaged and Accountable Workforce:** Employees embody extreme ownership by actively engaging in feedback to drive their own growth and impact on the school.

**Leadership Excellence Across the Community:** Our staff and student leaders exemplify world-class Mindset, Heartset, and Skillset (M.H.S.).





## About MHS

Milton Hershey School began as a dream shared by chocolatier Milton S. Hershey and his wife, Catherine. Unable to have children of their own, the Hersheys chose to use their wealth to create opportunity for others—founding the Hershey Industrial School in 1909 as a home and school for orphaned boys. Renamed Milton Hershey School in 1951, MHS has grown into a thriving private, residential school serving more than 2,200 qualifying students from across the country.

Today, MHS offers a year-round, structured home life and a high-quality pre-k through 12th-grade education. The school is dedicated to nurturing the whole child—academically, socially, emotionally, and spiritually—while preparing students for success in college, career, and life.

Under the leadership of President Peter G. Gurt '85 and the Mission and Strategy Team, MHS is charting a bold path forward—one that honors our legacy while embracing the possibilities of tomorrow. By drawing strength from our close-knit community and staying rooted in our founding mission, MHS is evolving to meet the needs of today's students and those to come. This forward momentum is positioning the school to expand its reach and deepen its impact in meaningful, lasting ways.

To learn more about our strategic framework and progress, visit [mhskids.org/AnnualReport](https://mhskids.org/AnnualReport).

## MHS School Pledge

I will keep myself physically strong, mentally awake, and morally straight.

I will keep my standards high and help others to do likewise.

In my relations with others, I will live by the Golden Rule and will speak the truth at all times.

I pledge myself to honor, and to do all I can for the good of my School, my country, and my God.

