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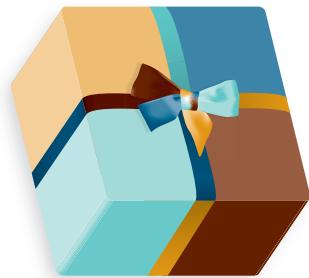
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The GIFT Strategic Framework

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

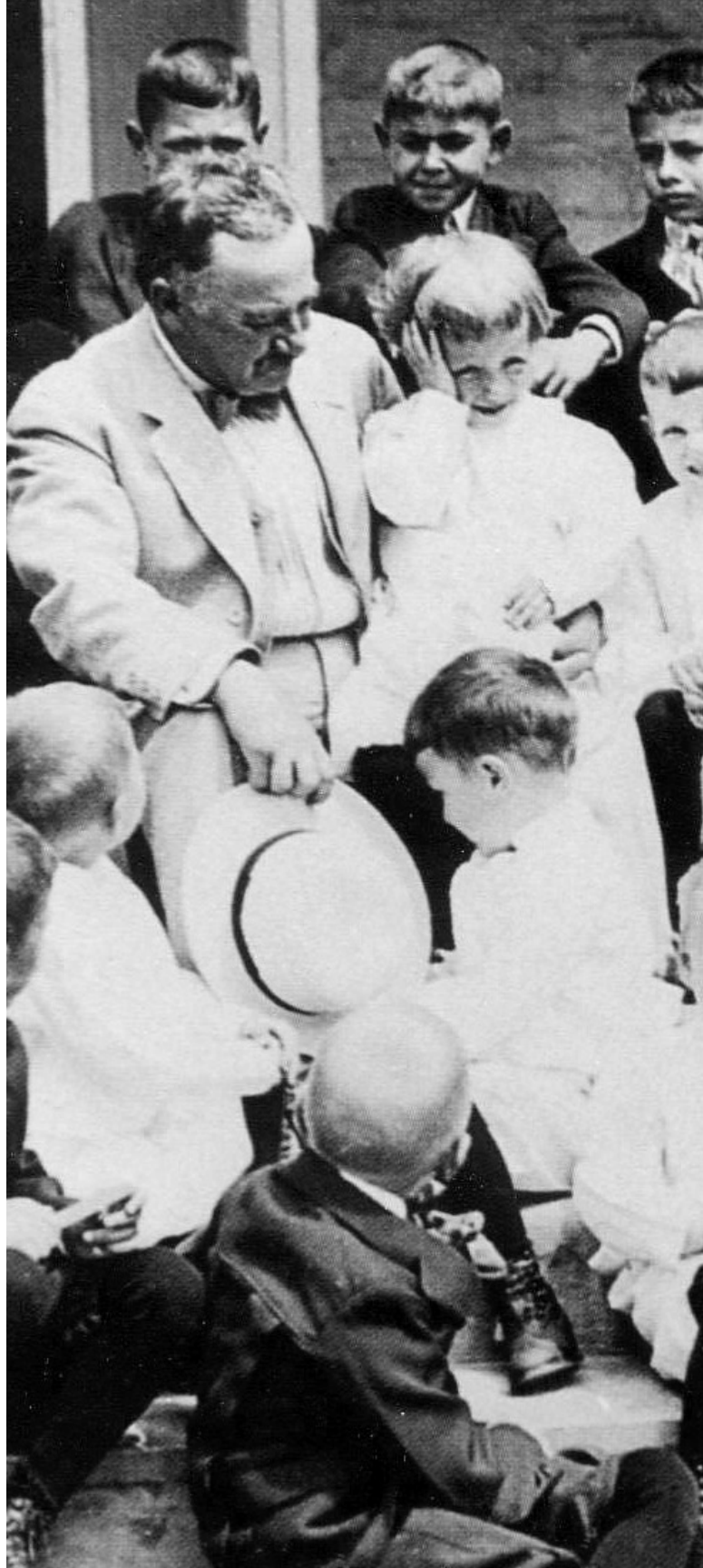




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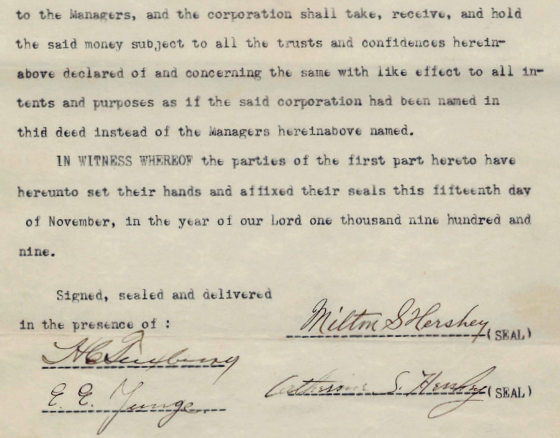
A Letter from President Gurt: Introducing Our Strategic Framework for the Future

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. It fosters 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.

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.



ENABLING CONDITIONS: STAFF AS WARM DEMANDERS | TECHNOLOGY

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.



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.

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

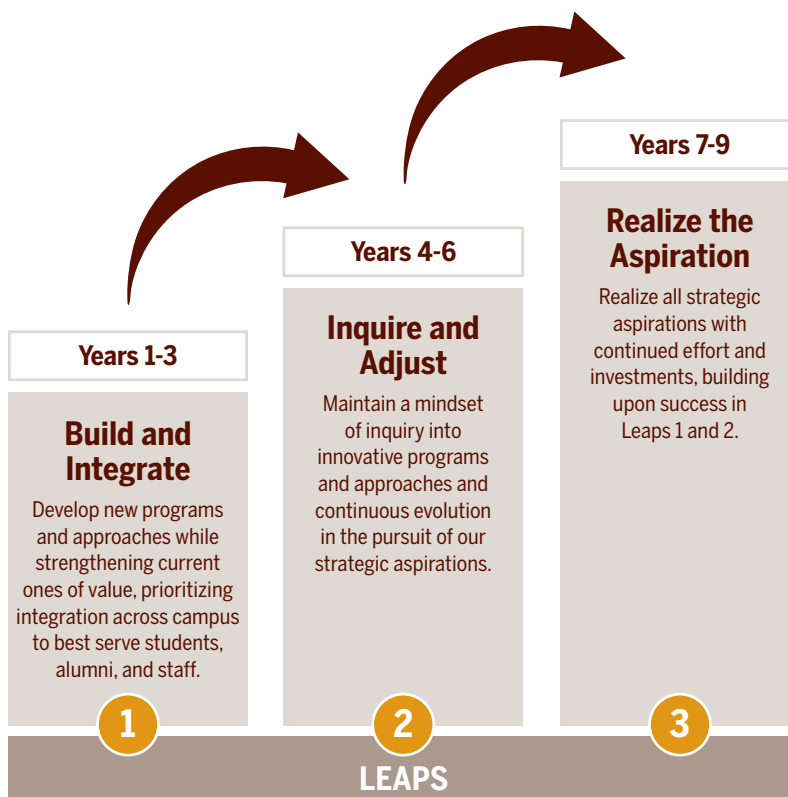
Purpose-built spaces like the Center for Entrepreneurial and Career Excellence (CE)² and other community-focused facilities provide environments where innovation, learning, and growth flourish.



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.

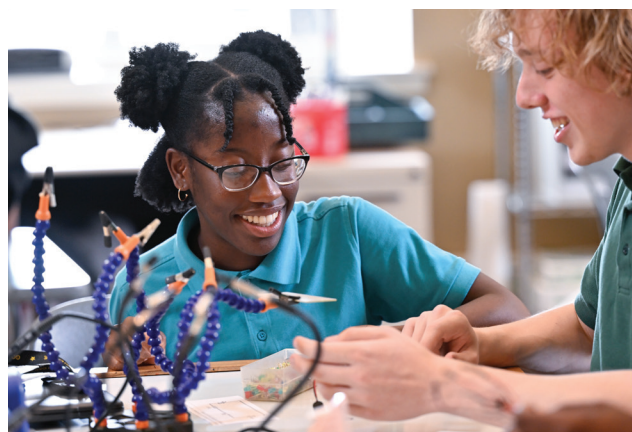


These Leaps are more than a timeline. They are a shared commitment to progress, accountability, and excellence at every stage of our journey.

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.



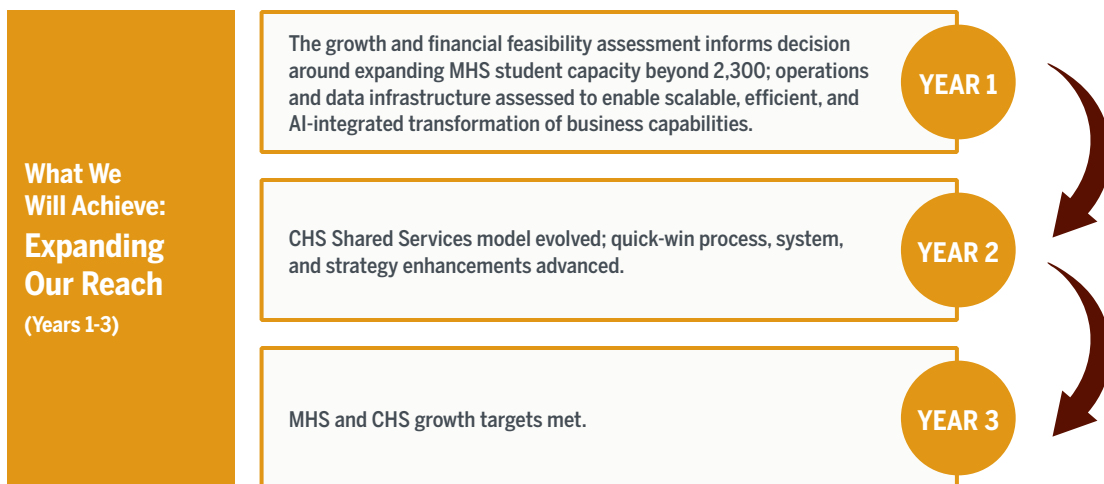
Years 1-3

**Build and
Integrate**

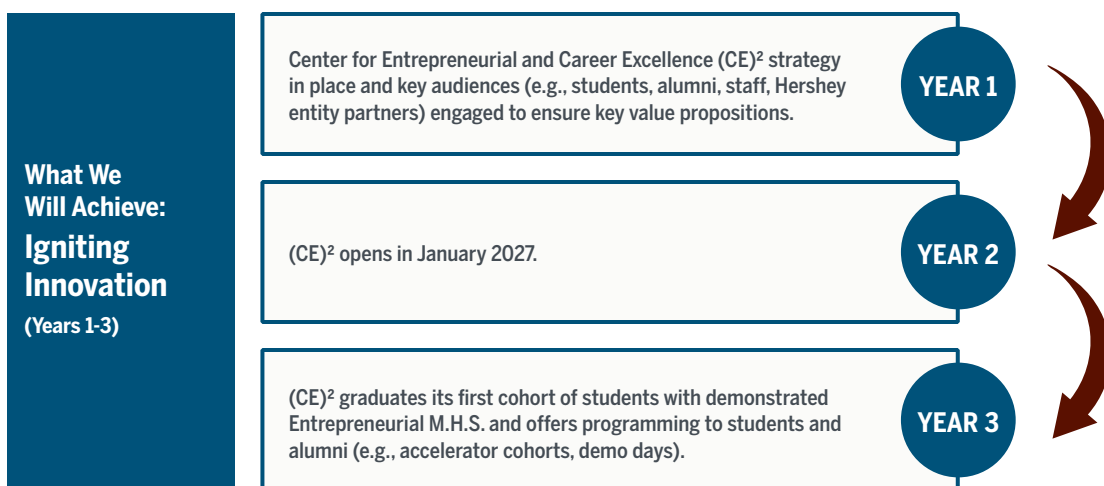
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LEAPS

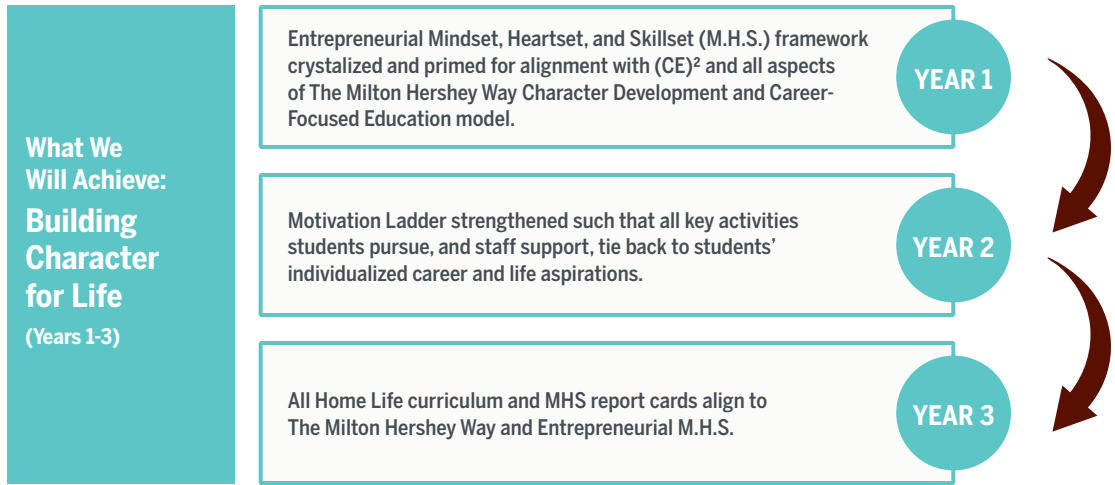
Grow Imperative:



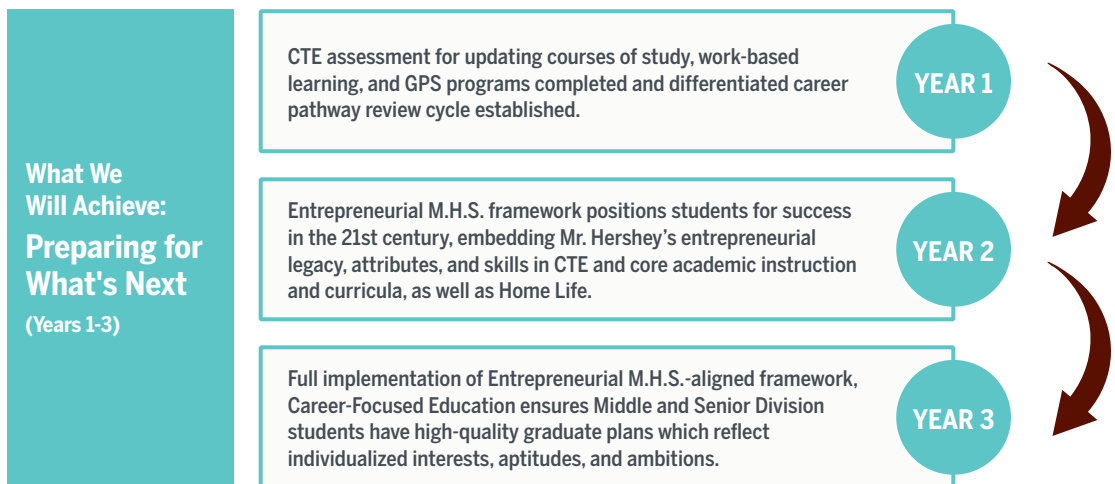
Innovate Imperative:



Fortify Imperative – Character:



Fortify Imperative – Career:



Transform Imperative:

**What We
Will Achieve:
Empowering
People,
Evolving
Culture**
(Years 1-3)

Leadership Development Framework integrated across the employee lifecycle; employee sourcing strategies refined based on data dashboard.

YEAR 1

Warm demander and extreme ownership trainings deepen mindset shifts; employee feedback mechanisms used to measure progress and adjust approach.

YEAR 2

Mindset shifts demonstrate improved leadership and performance; new technologies tested to shape workforce.

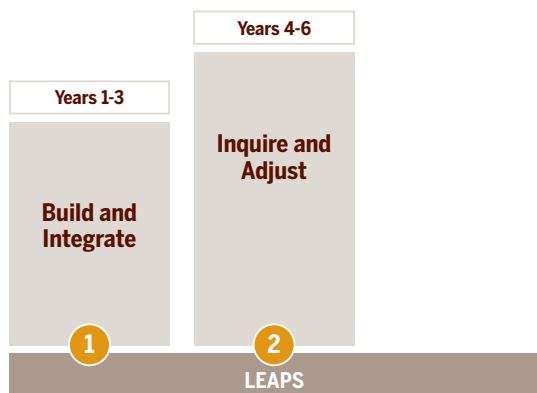
YEAR 3



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)² 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)² and career services.

(CE)² 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.

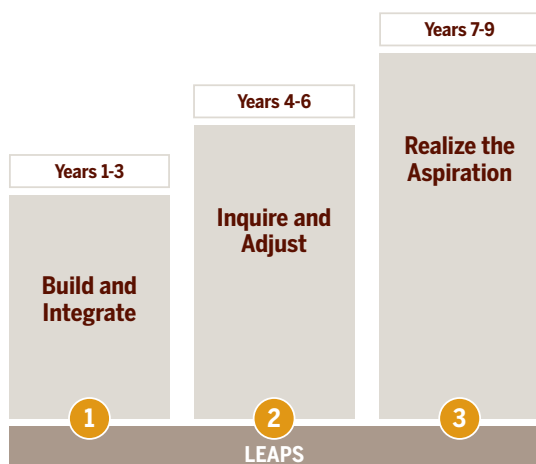
Improve performance systems and succession planning.



Leap 3 (2031-2034)

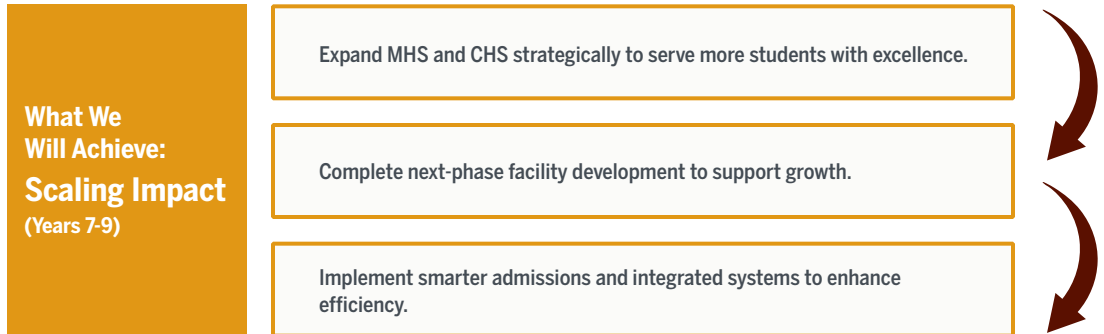
The final phase of our strategic framework is where our long-term vision becomes reality. It's the culmination of years of learning, building, and evolving—and the moment when our aspirations take shape in measurable, lasting ways.

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.



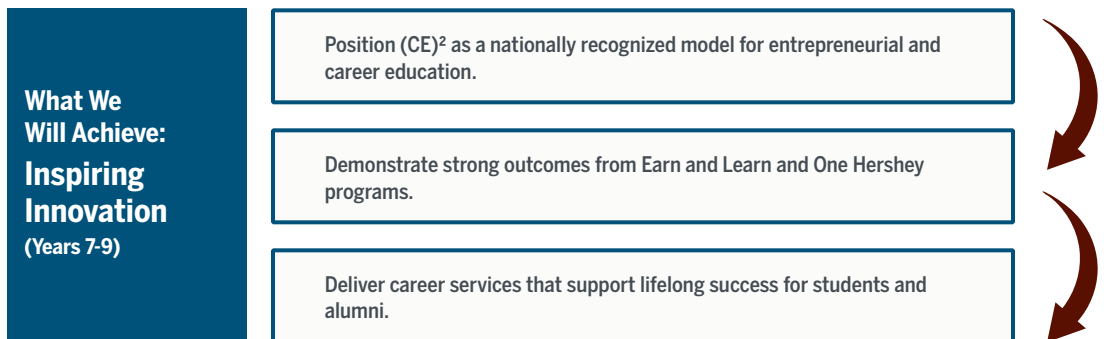
Grow Imperative:

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



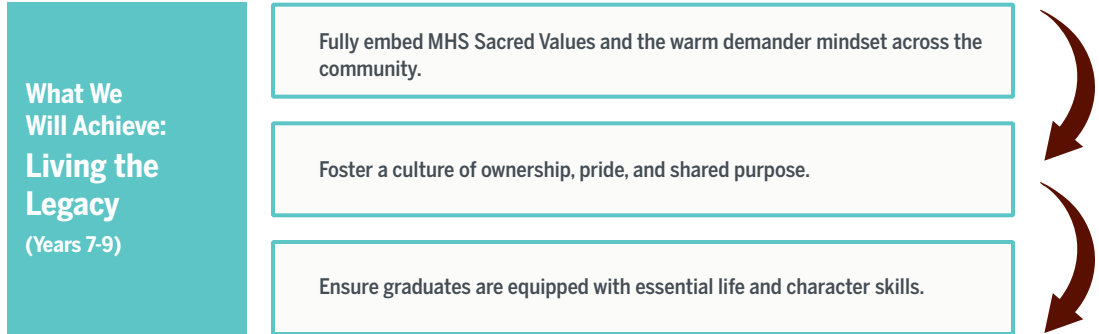
Innovate Imperative:

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



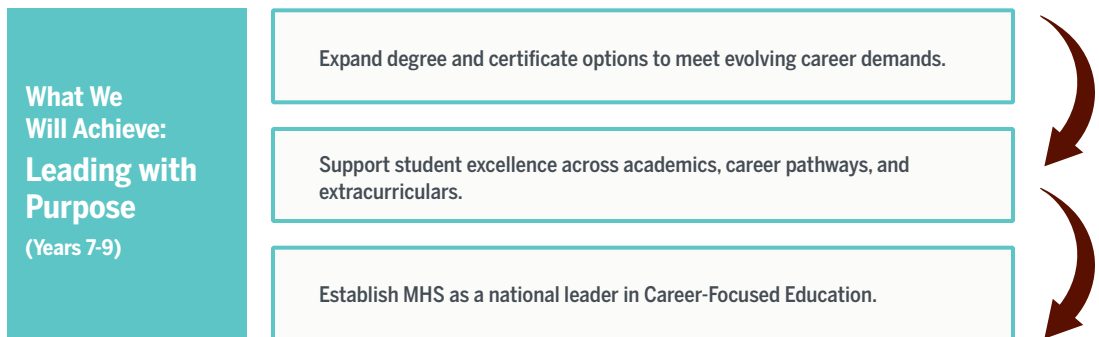
Fortify Imperative – Character:

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



Fortify Imperative – Career:

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



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)² 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.

