

SAINTS PHILIP AND JAMES SCHOOL

2025-2026 STRATEGIC PLAN (Final Draft v8 - March 2026)



***A community rooted in FAITH, gaining in KNOWLEDGE,
SERVING with love, WORSHIPING God.***

**Prepared and Submitted by
Saints Philip and James School
Board of Limited Jurisdiction
March, 2026**

SAINTS PHILIP AND JAMES SCHOOL BOARD OF LIMITED JURISDICTION

The Saints Philip and James School Board of Limited Jurisdiction was formed in early 2018, and is comprised of the Pastor, Principal, and nine members with various backgrounds and experiences. The Board received training from the Archdiocese of Philadelphia in 2018 and 2025 and is governed by the purpose and duties listed below.

Purpose*

The Archbishop of Philadelphia has primary responsibility for the mission of Catholic Education in the Archdiocese of Philadelphia. The Executive Board of Elementary Education (EBEE) receives its authority from the archbishop, and in turn, the EBEE is charged with establishing guidelines and Operating Principles for local boards for Catholic schools within the archdiocese.

The purpose of this local board is to promote and advance the mission of the school for the education and instruction of students in assisting them to “reach the fullness of the Christian life.” (see Canon 794 §1) In keeping with the principles of the Roman Catholic Church, the board collaborates with the pastor(s) and works in partnership with the principal in ensuring that the school fulfills its mission of forming the human person for our final end and for the common good. (see Canon 795) The board also collaborates with the pastor(s) and works in partnership with the principal in ensuring that the finances of the school remain healthy and a course of education, as prescribed by the Archdiocese of Philadelphia and the applicable policies, rules, and regulations of the Commonwealth of Pennsylvania is provided.

The Board, with limited power of governance and in collaboration with the pastor(s), is a participatory, policy-making body for the matters identified herein pertaining to the school. Accordingly, all decisions of the board shall be binding upon the school administrators and shall be in compliance with canon law (see Canons 793-806), the letter and the intent of the policies, rules, and regulations of the Office of Catholic Education of the Archdiocese of Philadelphia (OCE), the applicable rules and regulations of the Commonwealth of Pennsylvania, and those powers reserved to the Roman Catholic Archbishop of the Archdiocese of Philadelphia.

Duties*

The Board fosters the highest possible standards of academic and religious education for all students, creating a culture of missionary discipleship that pervades all aspects of the school. In collaboration with the Pastor and Principal, the Board provides policy direction to the school in these distinct areas:

- Advancement (Enrollment Management, Development Fundraising, Communication and Constituent Relations)
- Financial Oversight (Annual Budget, Assess Capital Needs, Determine Development Goals)
- Strategic Planning (Create, Sustain and Evaluate the Strategic Plan)
- Policy Development (Develop policies that give general direction for administrative action of the school. The Board, however, has no jurisdiction with regard to review of administrative decisions, administrative regulation, personnel issues that concern students, faculty, or staff members, hiring or firing, and school curriculum)

*Elementary School Operating Principles, Archdiocese of Philadelphia, 2019

SAINTS PHILIP AND JAMES SCHOOL

MISSION AND PHILOSOPHY

Mission

Saints Philip and James Catholic School provides a Christ-centered, academically excellent education that empowers students to reach their full potential intellectually, physically, socially and morally. Collaboration and a spirit of community are the hallmarks of our school where Christian values are at the core of all we do.

We believe that:

- Each person is created in God's image, and therefore, deserves dignity and respect.
- A Catholic education develops the whole person spiritually, intellectually, emotionally, socially, and physically.
- All children have a right to safety, love, and learning.
- All children have a right to a personal relationship with Jesus through prayer and sacraments.
- Life-long learning is essential for success in a changing society.
- Education is the shared responsibility of the entire school community.
- Excellence is achievable and always worth the investment.
- Our Catholic environment encourages high moral, ethical, and intellectual standards.
- Together, we are called to bring about the glory of God by responding to the Jesus present in each person.
- Faculty and students endeavor to use their talents and faith to be Christ for each other, for the community, and the world.

Philosophy

Saints Philip and James School is a faith community whose primary mission is to teach the Gospel message. Creating a safe, nurturing, and Christ-centered environment entails profound reverence for God, self, and others. Students are trained in Christian discipleship through the practice of the virtues. Mindful of the presence of Christ in each person, the faculty and students recite the school pledge together each morning.

"I believe that Jesus is present in each of my classmates and my teachers; therefore, my actions will show my respect for Jesus."

Knowing that parents are the primary educators of their children, the faculty maintains effective communication with parents for the growth and development of their students. The faculty works with the School Board of Limited Jurisdiction and the Home and School Organization to develop and implement a strategic plan in order to serve the needs of the students and to ensure the future growth of Saints Philip and James School.

We believe that continuous reflection on our educational process is critical in serving the needs of our students and ensuring the future growth of our school. Thus, as members of Saints Philip and James School, we are obligated to be lifelong learners, Christian disciples, and productive citizens in the 21st century.

SAINTS PHILIP AND JAMES SCHOOL STRATEGIC PLAN

The Board of Limited Jurisdiction, based on input and feedback from Board meetings, facility walk-through assessments, parent survey results, and faculty and staff communications, chose seven areas of concentration in developing the Strategic Plan for Saints Philip and James School. Academic Excellence will be addressed through the direct collaboration between the Board and the Administration. The remaining six areas will be addressed by committees led by Board members, and include Development, Enrollment, Finance, Membership (Board and Committees), School Facilities, and Technology.

Stated for each area of concentration are three-to-five-year goals, followed by annual objectives detailing specific targets for each goal. The Strategic Plan is reviewed and evaluated annually. Accomplished objectives will be moved to the Sustainment section of the Plan

I. Academic Excellence

Three to Five Year Goals and Objectives

- A. Achieve and maintain academic excellence and a culture of missionary discipleship through the improvement and maintenance of existing programs and the addition of new and revitalized programs.
 - 1. Ensure adherence to updated Archdiocesan and Common Core Standards and recommend improvements.
 - 2. Ensure the education of the whole child through language, art, music, and physical education programs.
 - 3. Implement additional enrichment programs for during and after school such as Soccer Shots and Stock Market Club.
 - 4. Continue professional development for faculty and staff to improve instructional techniques, classroom management, and differentiation strategies.

- B. Facilitate the design and delivery of a comprehensive STREAM (Science, Technology, Religion, Engineering, Art, Math) program which not only emphasizes a robust STEM program but ensures the intentional integration of Religion and Art.
 - 1. Implement projects aligned with the curriculum to intentionally integrate religion and the arts into STEM.
 - 2. Conduct annual review of all STREAM programs, labs, and materials and recommend improvements.
 - 3. Implement method for measuring the effectiveness of the STREAM program.

- C. The annual standardized testing program (Terra Nova) will be analyzed to ensure that Saints Philip and James School is maintaining consistent academic growth and improvement from year to year.
 - 1. Meet or exceed the standards for the School of Distinction Instruction in the Growth and Exceeding Potential categories.
 - 2. Annually review Terra Nova test scores for students in Grades 3 through 7. Implement improvements designed to achieve individual growth.

D. Improve Saints Philip and James School's supportive services in order to provide an enhanced learning environment for students.

1. Hire part-time staff with specialized training in Math to enhance and support remedial services provided by Saints Philip and James School and the Chester County Intermediate Unit.
2. Provide ongoing staff development enabling faculty to become more proficient at differentiating instruction.
3. Maintain a volunteer program to provide remedial services in grades K through 8.

II. Development

Three to Five Year Goals and Objectives

A. Build constituent relations to include alumni, parents, grandparents, volunteers, faculty, staff, and parishioners to promote a supportive community for Saints Philip and James School.

1. Expand the alumni database that includes updated contact information.
2. Re-connect with alumni to foster a sense of community

B. Promote the School's reputation in standing through Alumni e-mails, mailings, and periodic bulletin posts.

1. Regularly publicize and communicate school accomplishments, unique events, and activities to alumni, parents, grandparents, volunteers, and parishioners.

C. Initiate and participate in fundraising and tuition support through various campaigns including the School Annual Fund, EITC, TuitionCare, Thanks-For-Giving raffle, Golf Tournament, and Spring Fundraiser Sponsorships.

1. Collaborate with the School on the launch and execution of an Annual Fund
2. Identify and contact high ranking alumni and local businesses for sponsorships
3. Grow tuition assistance initiatives like EITC and TuitionCare
4. Investigate companies that provide matching donations or monetizes volunteer hours. Inform parents of those companies and how to participate.
5. Support Home and School for its fundraising activities including spring fundraiser, Catholic Schools Week, fun run, day of giving, golf outing, etc.
6. Support the school with its fundraising like the Thanks for Giving car raffle

III. Enrollment

Three to Five Year Goals and Objectives

A. Improve Saints Philip and James School branding and implement improvements in School's website, Open House Tour and Social Media Strategy.

1. Review School's website and improve positioning, graphics, visual layout, and ease of access.
2. Develop School's value proposition and integrate it into website, open house tour, parent communications, and overall marketing/advertising. Train advancement team on value proposition.
3. Implement recommended improvements for the Open House Tour designed to improve parent experience, value prop delivery, and prospective family information collection.
4. Review social media strategy and implement improvements.

- B. Improve parent communications for consistency and timing. Promote Saints Philip and James School at Community Events.
1. Review baseline/standard parent communications for form, clarity, and value prop consistency – from initial interest, to application, and enrollment. Implement improvements.
 2. Conduct parent school survey bi-annually to gauge family motivations and priorities for the purpose of fine-tuning messaging to prospective families. Review results and recommend changes where necessary.
 3. Communicate semi-annually with families of newly baptized children until children reach school age.
 4. Conduct annual mailing to all families with children baptized in the last three/four calendar years about the benefits of a Catholic education at Saints Philip and James.
 5. Participate in community events to provide an opportunity for open communication.
- C. Strengthen the Advancement Team and establish regular reporting.
1. Explore feasibility of hiring full-time Advancement Director who will provide support for enrollment, open house tours, donations, website enhancements, and marketing/advertising.
 2. Circulate a monthly marketing update created by the Advancement Director. The update should include but not be limited to the number of social media posts, impressions, website hits, inquiries received, and tours conducted.

IV. Finance

Three to Five Year Goals and Objectives

- A. Identify and organize all revenue and expense items for the School, including Development, Home and School Association, and the Parish subsidy. Establish communication and reporting process between Finance, Development, Home and School Association, and the Parish.
1. Identify and organize:
 - a. Revenue and expense items for the School
 - b. Development fundraisers: Annual Fund and Monsignor Burke Fund
 - c. Development tuition offsets: TuitionCare, and EITC
 - d. Home and School Association fundraisers
 - e. Capital items paid for by the Parish subsidy
 2. Establish a financial communication and reporting process between Finance, Development, Home and School Association, and the Parish.
- B. Enhance support for the School’s annual budgeting analysis, which is used to complete the standardized budget process required by the Archdiocese of Philadelphia.
1. Review existing budgeting process required by the Archdiocese of Philadelphia and improve efficiency. Ensure revenue expense items are accounted for and support the School’s analysis.
 2. Establish a process for updating the budget on a regular basis and making adjustments to the three-year model.

C. Develop a three-year revenue and expense model for the School that will identify growth drivers and help to reduce and stabilize the Parish subsidy.

1. Deliver initial framework of model by January 2027
2. Deliver first draft of single year model by June 2027

V. Membership (Board and Committees)

Three to Five Year Goals and Objectives

- A. Further enhance the quality of Saints Philip and James Board of Limited Jurisdiction by maintaining a diverse composition through assessment of current and anticipated needs, identification and nomination of new candidates, and staying abreast of demography and term expirations.
- B. Assess current and anticipated needs related to Board composition.
- C. Identify and nominate potential Board member candidates.

VI. School Facilities

Three to Five Year Goals and Objectives

- A. Provide students, faculty, and staff with a safe and clean learning environment. Ensure proper building maintenance, operations, and security practices.
1. Establish preventive maintenance agreements with service providers. Update and change as necessary.
 2. Review school safety plans and procedures on an annual basis.
 3. Meet annually with local authorities to review and assess safety procedures.
 4. Introduce solutions to increase the safety and well-being of students, faculty and staff (e.g., badge access, new gym wall padding, bollards at school entrance).
- B. Collaborate with the Parish on consideration of capital improvements.
1. Propose capital improvements for the School and collaborate with the Parish on consideration, funding, and implementation.

VII. Technology

Three to Five Year Goals and Objectives

- A. Ensure the adoption of existing technology (hardware and software) and provide professional development as necessary. Develop methods of measuring adoption and providing constructive feedback.
1. Provide professional development training for faculty on use of classroom technology.
 2. Develop “Tech Mentor” program to foster peer leadership among faculty.
 3. Offer parent education sessions on the proper use of technology and how to safeguard students.

- B. Review the existing suite of software and evaluate effectiveness and redundancy.
1. Implement process of observation on use of technology in technology class and as a means to deliver content in other classes.
 2. Conduct review of classroom software to ensure alignment with the curriculum.
- C. Review the existing suite of hardware and develop a management process to periodically update and replenish.
1. Inventory list of hardware currently in existence at the School and establish a replacement cycle.
 2. Implement a reserve fund for hardware purchases.

SAINTS PHILIP AND JAMES SCHOOL SUSTAINMENT

I. Academic Excellence

- A. Achieve and maintain academic excellence through the improvement and maintenance of existing programs and the addition of new and revitalized programs.
1. Implemented a standard for review of the Archdiocesan and Common Core Standards in 2018/19 academic year
 2. Hired Spanish teacher 2017/18
 3. Expanded the Spanish Program to include Grades Pre-K through 8. 2019/20
 4. Launched Soccer Shots (2023), Stock Market Club (2024), Chess Club (2024), Choir (2017), Reading Olympics (2023)
 5. Engaged CCIU for training which provides professional development with funding from Title II-A and Equitable Participation.
 6. CCIU provided Foundations training and Wilson Certification for teachers in primary grades which improves students' literacy and augments teachers' credentials to provide specialized tutoring after school and/or in the summertime.
- B. Facilitate the design and delivery of a comprehensive STREAM (Science, Technology, Religion, Engineering, Art, Math) program which not only emphasizes a robust STEM program but ensures the intentional integration of religion and the arts.
1. Middle School Makey Makey projects throughout the year
 2. Honors Math geometric models project with religious buildings
- C. The annual standardized testing program (Terra Nova) will be analyzed to ensure that Saints Philip and James School is maintaining consistent academic growth and improvement from year to year.
1. Recognized as Archdiocesan School of Distinguished Instruction: 2019, 2021, 2022, 2023, 2024
 2. Recognized as National Blue Ribbon School: 1990, 2023 (DOE discontinued award 2025)
 3. Improved use of IXL benchmarks early in year to identify gaps. 2024-2025
- D. Improve Saints Philip and James School's supportive services in order to provide an enhanced learning environment for students.
1. Hired part-time resource teacher. 2020/21
 2. Implemented IXL to provide differentiation in instruction
 3. Launched volunteer support for the REAL program in grades 1-2 (2023/24) and added Kindergarten (2025/26)

II. Development

- A. Built constituent relations to include alumni, parents, grandparents, volunteers, faculty, staff, and parishioners to promote a supportive community for Saints Philip and James School.
 - 1. Launched Cornhole night for 8th grade graduates and recent graduates, Young Panther event, and Class Reunions
- B. Participate in and initiate fundraising and tuition support through various campaigns, including (but not limited to) the Parish Annual Fund, EITC, TuitionCare, Thanks-For-Giving raffle, Golf Tournament Sponsorships, Golf Ball Drop, Spring Fundraiser Sponsorship, Day of Giving, Fun Run, Twin Valley Coffee, RaiseRight, and direct donations to the Monsignor Burke Fund.
 - 1. TuitionCare has increased its participants and percentage of participation compared to school families each year (5 years in total). 2025 had 93 families for about 88%.

III. Enrollment

- A. Improve Saints Philip and James School branding and implement improvements in School's website, Open House Tour and Social Media Strategy.
 - 1. Improved School website commensurate with top tier school websites in local area. 2024/25
 - 2. Improved design of Bulletin announcements and signage consistent with new branding. 2024/25
 - 3. Drafted School's value proposition and integrated elements into website and announcements. 2024/25
 - 4. Reviewed Open House Tour and recommended improvements designed to integrate value proposition and provide warm welcome and farewell for parents. 2024/25
 - 5. Completed school flyer for use on ad-hoc basis. 2017
 - 6. Implement online re-enrollment via FACTS to provide a more fluid process for families 2022
- B. Improve parent communications for consistency and timing. Promote Saints Philip and James School at Community Events.
 - 1. Conducted parent school survey and reported results. 2022/23
 - 2. Participated in and sponsored the Exton Park Community Day 2024/25
- C. Strengthen the Advancement Team and establish regular reporting.
 - 1. Hired part time Advancement Director. 2018/2019
 - 2. Hired assistant to the Advancement Director. 2024/25

IV. Finance

Finance Sustainment results related to goals in the May 2024 version of the Strategic Plan:

- A. Create and develop school specific budgeting process to reduce parish subsidy.
 - 1. Reduced the Parish subsidy by 50% from 2020 to 2025
 - 2. Capture all annual school fundraisers and identify purpose and timing. 2025

B. Support of programs related to Enrollment.

1. Implemented the Tuition Transfer Grant to incent public school transfers. 2021
2. Implemented the First Grade Welcome Grant. 2021
3. Implemented the Tuition Reduction Grant for multi-student families. 2021
4. Implemented the Family Loyalty Grant to support Pre-K enrollment. 2025

C. Expanded the capabilities and use of customer interface and experience.

1. Expanded use of FACTS electronic payment of tuition and fees. 2022

V. Membership (Board and Committees)

A. Assess current and anticipated needs related to Board composition.

1. Determined need for two Board members that have engineering and technology backgrounds to manage School Facilities and Technology respectively 2025
2. Added new Board members in 2025: K. Clair, N. Mattera, P. Daubney and P. Renaud as Home and School Association President

VI. School Facilities

A. Provide students, faculty, and staff with a safe and clean learning environment. Ensure proper building maintenance, operations, and security practices.

1. Complete the Pennsylvania State Police Safety Report and implemented recommendations (e.g. secure lobby visitor entrance among others) 2020
2. Upgrade existing surveillance cameras and other security devices. 2024
3. Ensure security of all exterior doors and replace where needed. 2020-2024
4. Evaluate visitor entry procedures for school hours, after school and weekend hours, and implement changes to enhance security. 2021-2024
5. Replaced most of the School's old incandescent light bulbs with new LED bulbs to reduce electricity consumption. 2020-2022
6. Established service agreements for trash, cleaning, lawn care, snow plowing, HVAC, electrical maintenance, plumbing maintenance. Employed the assistance of an electricity and natural gas broker to manage cost.
7. Upgrade aging telecommunication systems throughout the school, standardizing IP-based technology where available to reduce risk of end-of-support to analog operations. 2024
8. Reconfigure school facilities to improve cleanliness and minimize the spread of disease where possible and practical (e.g. remove bathroom doors, install hand sanitizers). 2020-2021
9. Replaced our aged public address system housed in the main school office, with upgrade and addition of speakers in the gym and outdoors, as well as the inclusion of additional hallway speakers in IHM and Caulfield Halls, to improve the safety and wellbeing of our building occupants. This work was completed in large part utilizing funds from a Pennsylvania Safety Grant, awarded in 2024. This project was completed in December 2025.

VII. Technology

C. Take measures to improve the effectiveness and efficiency of school operations as it pertains to technology within the school.

1. Awarded IT support contract to Archdiocese of Phila Office of Information Technology (OIT) in October 2024, replacing Ironside IT and Chester County Intermediate Unit (CCIU) support contracts, saving in excess of 50% over prior year spend rates.
2. Moved to an all IP-based phone network throughout the SSPJ campus (school, rectory, convent, thrift shop) replacing analog system made up of at least 10 different manufacturers' products in Summer 2024.
3. Wireless upgrades for Lourdes Hall – Fall 2024
4. UPS device upgrades – 3 total (main IT room off Library, IT closet – 2nd fl. Caufield Hall, IT cabinet in cafeteria) – Fall 2024
5. New staff laptops – Every 3-5 years, last executed in August 2025
6. New replacement Chromebooks – Every 3-5 years, last executed August 2025
7. Arranged to have old/broken technology equipment removed from the school including phones, smartboards, servers, laptops, etc. during Summer 2024.
8. Verizon removed their out-of-use/non-supported technology from the IT room to reduce clutter and reduce expenses. Summer 2025.
9. All landlines in the school upgraded to fiber optic (vs. copper) and the internet speed upgraded to 1000 Mbps (1 Gb speed). Summer 2024.
10. New PA/paging system to be installed. Dec 2025/Jan 2026 by Delco Solutions
11. Replacement camera (playground) to be replaced. November 2025
12. New contract for camera system support negotiated. Fall 2025
13. Laid cabling infrastructure in place for up to 9 exterior doors to move to a badge access environment for the school buildings. Summer 2024

**SAINTS PHILIP AND JAMES SCHOOL
STRATEGIC PLAN APPROVAL**

The Saints Philip and James School Board of Limited Jurisdiction is comprised of the Pastor, Principal, and nine members with various backgrounds and experiences. The Board fosters the highest possible standards of academic and religious education for all students, creating a culture of missionary discipleship that pervades all aspects of the school. In collaboration with the Pastor and Principal, the Board has provided policy direction to the school which is outlined in this Strategic Plan and approved as indicated below.

Saints Philip and James School Board of Limited Jurisdiction

Father Anthony Hangholt, Pastor

Date

Sister Teresa Ballisty, IHM, Principal

Date

Andrew Loffredo, Board Chair

Date

Jackie Denning, Board Vice Chair & Secretary

Date

Kate Clair

Date

Philip Daubney

Date

John Kelemen

Date

Nicholas Mattera

Date

Paige Renaud

Date

Michael Shank

Date

Marianne Stack

Date