

2023-2025  
**Strategic Plan**



# St. Mary Magdalen School

Academically Excellent



Passionately Catholic



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# St. Mary Magdalen School

## *Strategic Plan: FY2023-FY2025*

### Pastor's Message

Our St. Mary Magdalen Parish mission challenges us to build a family of faith in Jesus Christ through Catholic worship, formation, and charity. Essential to my role as pastor is establishing the school's vision, so that it not only maintains its success, but builds upon it. Our school is a vibrant ministry within our parish community filled with our children, faculty, staff, and you—our parents. I ask you, as parents, to consider how you can support this vision. In collaboration with our Advisory Board, we are proposing our Strategic Plan for 2023-25 consisting of five key areas and their objectives:

#### **Catholic Identity**

Integrate Catholic values and the teachings of the Gospel to inspire our school community to become life-long disciples of Jesus. Guide self-awareness and motivate each member of our community to take personal responsibility for the well-being of others.

#### **Academic Excellence**

Establish academic excellence by empowering intellectual curiosity, critical thinking, and the desire for learning through an engaging, nurturing, and positive school environment.

#### **Financial Responsibility**

Create an economically sound financial plan that ensures the stability of our school while providing sufficient resources for the continual development and growth of our staff and community.

#### **Facilities & Management Planning**

Continually assess and improve our facilities' quality, safety, and growth to support the learning environment and reflect our values of academic excellence.

#### **Strong Leadership**

Establish strong leadership that directly reflects our school's integrity, quality, and effectiveness. Present a clear point-of-view delivered with the passion for reflecting and instilling Catholic values throughout the community.

St. Mary Magdalen School has a record of excellence by achieving the National Blue Ribbon Award, Middle States Accreditation, and the Schools of Distinguished Instruction Award. The strength of our school community is further testament of our success. It is my responsibility to continue on this path of excellence, but most importantly, it is my duty to provide all the means necessary, as the objectives above, to develop a strong religious formation and a genuine relationship with God in each child who enters our school.

Sincerely in Christ,

*Reverend Monsignor Ralph J. Chieffo, Pastor*

# St. Mary Magdalen School

*Strategic Plan: FY2023-FY2025*

## Principal's Message

Catholic schools are integral to the Church's teaching mission, which understands that education is a formative process that invites and cultivates students into a deeper relationship with Jesus Christ. St. Mary Magdalen School has been an essential piece of this mission for over half a century. I have been honored to be a part of our school as a teacher and an administrator for over eighteen years.

We know parents are their children's primary educators. Our school partners with parents to form children of faith and prepare them with the essential skills and virtues needed to become academically excellent citizens who serve others on their lifelong journeys. We are committed to encouraging students to explore and grow in their faith and utilize their time and talent as missionary disciples with the compassion and fortitude needed for our community and beyond.

The school measures academic success using various progress assessment standards and informal enrichment opportunities that are engaging and fun. Our dedicated faculty and staff work in tandem with the parents and student, ensuring that their child is part of a meaningful and flourishing educational experience. We aspire to create a dynamic learning environment that lets children explore their intellectual curiosity and expand their critical thinking skills.

As Principal, I collaborate with the Pastor and School Board to sustain and enhance our Strategic Plan and legacy as a Passionately Catholic and Academically Excellent school. I work with the faculty, staff, parents, and community to build a solid Catholic faith foundation and provide a high-quality educational program for our children and their families.

Sincerely in Christ,

*Mrs. Jennifer Roehrig, Principal*

# St. Mary Magdalen School

## *Strategic Plan: FY2023-FY2025*

### Executive Summary

The St. Mary Magdalen School Board developed its original Plan in 2017 to provide a common roadmap for direction and to guide the future success of our school and our students. This document represents an update to that original plan. The school's Mission and Objectives remain the same while the Strategies and Action Plans have been updated to reflect the progress made and the future actions to be taken. These main elements provide direction to the school community for the next three years.

The Strategic Plan identifies priorities in each of the following areas that will guide the school community's activities and resource decisions: 1. Catholic Identity 2. Academic Excellence 3. Financial Responsibility 4. Strong Leadership 5. Facilities Management & Planning

For each of these areas, a statement of strategic direction has been developed and goals and strategies for each area have been identified to guide more specific action planning. The action plans, developed by the St Mary Magdalen School Board and its Committees in collaboration with the administrators and faculty, and in consideration of feedback from the annual parent survey, will provide a framework for ongoing accountability and ensure that the school manages its activities toward the realization of its mission over the next three years.

#### Mission

Clear, concise expression of the purpose, philosophy and commitment.

#### Objectives

Focus on achieving the broader goals in your mission statement

#### Strategies

This is the "how" you will achieve your goals and objectives.

#### Actions

The engines that make strategic plans succeed.

# St. Mary Magdalen School

*Strategic Plan: FY2023-FY2025*

## OUR MISSION



Academically Excellent. Passionately Catholic.

# St. Mary Magdalen School

Strategic Plan: FY2023-FY2025

## OBJECTIVE #1

### CATHOLIC IDENTITY

Reverence of God promotes respect for all life so that students can take personal responsibility for the good of others. Unity of mind and heart forms the cornerstone. Together, these virtues motivate a lifelong learning of becoming adult disciples of Jesus.

#### SPIRITUALITY

Maintain spirituality as a committed feature of the daily school schedule.



Motivate a lifelong learning of becoming adult disciples of Jesus.

#### Daily Prayer

Maintain daily prayer, including before and after school

#### Sacraments

Continue the celebration of the sacraments as a priority in the weekly schedule and encourage attendance at Sunday Mass.

#### Christian Values

Continue to develop a spirit of love, respect, trust, gratitude and sensitivity to God, ourselves and others both in and outside the classroom

#### STEWARDSHIP

Encourage all students to participate in various school stewardship opportunities.



Instill a commitment to Christian Stewardship

#### Christian Service

Encourage service that allows for direct work with people in need

#### Coordination

Improve coordination across all service activities to insure full participation

#### COMMUNITY

Maintain the school as a mission of the St. Mary Magdalen Parish



Strengthen the collaborative relationship between school, parents and parish

#### Parent Involvement

Partner with parents to increase family participation in faith-based activities of the parish

#### Parishioner Involvement

Increase involvement in school activities such as fundraising and volunteering

#### Parish Communications

Enhance communications between the school and parish

# St. Mary Magdalen School

## Strategic Plan: FY2023-FY2025

### OBJECTIVE #2

## ACADEMIC EXCELLENCE

Build a strong foundation of academic excellence, intellectual curiosity and lifelong learning through student engagement, which develops critical thinking skills, application of material across disciplines, technological competence, personal responsibility, and an understanding and integration of the Catholic values of social justice and respect for cultural differences.

#### ACADEMICS

Enhance academic rigor by promoting innovative teaching and learning practices and strengthening program development while emphasizing excellence.



Ensure outstanding student learning outcomes

#### Curriculum & Instruction

Review and implement the curriculum to ensure a strong foundation in STREAM\*

#### Assessments

Revise to include benchmark and progress monitoring, formative and summative assessments, and criterion-referenced and standardized assessments

#### Learning Support

Enhance the learning support resources to provide increased assistance to those needing help

#### STUDENT LIFE

Offer formal and informal enrichment opportunities that are academically challenging and fun



Create an environment of continued learning and personal improvement in and outside the classroom

#### Enrichment Programs

Broaden the scope of activities offered, covering all students from PK-8

#### CYO

Enhance programs to promote healthy and enjoyable competition and nourishing the emotional, spiritual, social, and physical needs of young people

#### Alumni Relations

Continue and enhance post graduate engagement. Establish an Alumni Association with class agents

#### TECHNOLOGY

Use technology to improve learning and the classroom experience



Develop technology as a tool that is used productively and responsibly

#### Expanded Utilization

Continue to broaden technology utilization by both teachers and students and align with the Archdiocese Technology Plan.

#### Media Center

Continue to develop the media center, integrating technology into all aspects of learning, including research and creative activities

#### Digital Citizenship

Teach technological literacy and digital citizenship so that all students are equipped with the skills they need to thrive in the digital age



# St. Mary Magdalen School

## Strategic Plan: FY2023-FY2025

### OBJECTIVE #3

## FINANCIAL RESPONSIBILITY

Manage an economically sound financial plan which promotes the welfare of the school and its students while providing sufficient financial resources to provide improvements in educational opportunities as defined in our mission.

#### FINANCIAL MANAGEMENT

Follow strong business practices in the planning and management of operations in a manner transparent to all.



Instill confidence in the school's ability to manage in a fiscally responsible manner.

#### Budget & Planning

Prepare and manage to annual budget

#### Long Term Plan

Prepare and manage a long-term plan, including risks and opportunities

#### Financial Controls

Continue to enhance financial controls to improve accounting & reporting.

#### DEVELOPMENT

Grow efforts in support of school operations



Maximize opportunities in a manner that is both responsible and sustainable

#### Coordinated Efforts

Improve the planning of events and campaigns

#### Annual Fund

Transition efforts under the Annual Fund model to improve consistency and reliability

#### Reliance

Manage reliance on development funds to ensure sustainability

#### BRAND & ENROLLMENT

Develop strategies aimed at maximizing enrollment levels, while positioning the school for potential future growth.



Increase enrollment as the most important priority for long term sustainability

#### Pre-K Enrollment

Maintain current enrollment to expand upper grades and target the Keystone Star Rating.

#### Financial Assistance

Provide financial support to improve diversity of the student and teacher population

#### Recruitment Efforts

Develop and improve recruitment efforts and improve our brand, including developing a structured Marketing Plan.

# St. Mary Magdalen School

## Strategic Plan: FY2023-FY2025

### OBJECTIVE #4

## STRONG LEADERSHIP

Strong Leadership ensures the integrity, effectiveness, and reputation of the school through the establishment of policy, provision of resources, and delivery of a quality education program.

#### GOVERNANCE

Maintain a structure that promotes organization that is both effective and efficient.



The school is managed in a sustainable and transparent manner, which is inclusive in ways that are responsive to our families and our parish.

#### Archdiocese of Philadelphia

Maintain compliance with all rules and regulations of the AOP

#### Board Purpose

Continue to maintain strong collaboration with the pastor and partnership with the principal.

#### Board Composition

Membership will include a fair representation of current parents, alumni and parents, and parishioners

#### FACULTY & ADMINISTRATION

Continue to build a highly dedicated, talented and diverse faculty of lifelong learners.



Our teachers and staff should form the basis of our reputation and deliver a true whole-child educational experience.

#### Recruitment

Recruit and retain qualified personnel committed to our mission.

#### Professional Development

Provide opportunities for professional and spiritual development

#### Professional Learning Communities

Continue a collaborative culture focused on continuous improvement to promote student achievement.

#### PARENTAL PARTNERSHIP

Foster opportunities to increase parent involvement.



This partnership works to enhance communications, improve cooperation and build community relationships.

#### Communication

Maintain effective communication between the parents and the Pastor, Principal and SMM School Board and alumni

#### Home & School

Expand opportunities to work together.

#### Volunteerism

Increase family participation and promote service as an integral part of Catholic Education

# St. Mary Magdalen School

Strategic Plan: FY2023-FY2025

## OBJECTIVE #5

### FACILITIES MANAGEMENT & PLANNING

Facilities must be maintained and improved to support and enhance the learning environment. The strategy should consider safety, functionality, anticipated growth, and all associated costs.

#### BUILDING MAINTENANCE & CAPITAL RENEWAL

Provide stewardship of our facility investment through regular maintenance and capital renewal.



Ensure our facilities continue to meet current and future needs

#### Long Term Planning

Update the facility assessment to revise the capital renewal plan to extend the life of all facility assets

#### Space Planning

Continue to maximize existing space to ensure current needs are met and future growth is possible.

#### SAFETY & SECURITY

Safety & Security is a top level priority.



Instill confidence in a safe and secure environment for all students, staff and visitors

#### Physical Security

Continue to make improvements in physical safety and security

#### Security Process

Continue to enhance security protocols and establish a regular practice schedule in conjunction with local police and fire departments.

#### TECHNOLOGY

Maintain the network infrastructure to keep pace with technology demands operationally.



Ensure network reliability and security

#### Reliability

Continue to improve infrastructure reliability

#### Security

Continue to improve network security as technology changes and develops over time

# St. Mary Magdalen School

## *Strategic Plan: FY2023-FY2025*

### FINANCIAL BASELINE: FY2023 Budget

Budget	\$	Per Student
Tuition Income	\$1,943,000	\$5,194
Fundraising Income	\$350,000	\$936
Other Income	\$70,000	\$187
<b>Total Income</b>	<b>\$2,363,000</b>	<b>\$6,317</b>
<b>Total Expenses</b>	<b>\$2,770,000</b>	<b>\$7,405</b>
<b>Parish Subsidy</b>	<b>\$407,000</b>	<b>\$1,088</b>
Students	374	
Student : Teacher Ratio	10.6:1	
Salary & Benefits (% of expenses)	81%	

#### **Financial Priorities:**

- Manage to budgeted Parish Subsidy
- Stabilize and grow enrollment
- Manage annual tuition increases
- Manage cost growth
- Manage reliance on fundraising
- Grow fund reserves