



ST. PHILIP'S SCHOOL OF SAN FRANCISCO

ACADEMICS • COMMUNITY • FAITH • ENRICHMENT

STRATEGIC PLAN

2020-2023



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WELCOME TO THE FUTURE OF ST. PHILIP SCHOOL

Dear St. Philip Community,

In March 2019, our community initiated a robust and inclusive strategic planning process to guide the future for St. Philip School. After several challenging years of leadership transitions, we believe that St. Philip's is now positioned to affirmatively move forward. Our leadership is strong. Our community has confidence in Mary McKeever, our Principal, who has brought stability, imagination, and an energetic commitment to our mission. We have assembled a diverse, experienced, and actively engaged Consultative Board. Our outstanding faculty is competent, caring, and inspired to do more and better for our students in their care. Our families are generous with their time, talents and treasures. Although we have always believed this, the data collected through our strategic planning process has confirmed that our community is a key differentiator for St. Philip School; our success can be directly attributed to the strength of our "family." We are a Catholic, inclusive, faith filled, welcoming community that deeply values our relationships with God and with each other, and are whole-heartedly invested in providing an outstanding experience for all students and ensuring the long-term sustainability of St. Philip School.

We are very fortunate to be planning from a position of strength. St. Philip's Catholic identity and mission are strong; faith is fully integrated into our culture of learning. Enrollment is growing – families have confidence in our program. Financially, we are in excellent shape; our fundraising is robust and we are responsible stewards of our resources. We have significantly improved facilities and provided classroom supports for learning (e.g. technology). This is an opportune time for us to imagine and realize "what's next" for St. Philip School.

As members of the Strategic Planning Committee, we felt that it was essential to intentionally design a strategic planning process that would invite and give voice to everyone in our community, including current and former families, faculty and staff, parishioners, friends and former students. It is with hope and excitement that we present this Strategic Plan for St. Philip's School to the community. We are eternally grateful for everyone's confidence and support, and look forward to everyone playing a role in realizing a brilliant future for our students and our community.

Go Bruins!

St. Philip Strategic Planning Committee

Jessica Alfaro
Julie Dowd
Dan Mallegni
Nicola Finnerty
Monica Healy
Mary McKeever

Overview of the Strategic Planning Process

Following is an overview of how we engaged the community and developed the strategic priorities for St. Philip School. This Strategic Plan is a guiding and aspirational document designed to help the school community implement enhancements over the next three years. The specific steps of implementation will be regularly reviewed and adapted as we move forward. It is important that we stay focused on our goals *and* remain flexible and nimble to respond to changes and new opportunities as they arise during implementation.

Our Consultative Board Identified the Need for a Strategic Plan

St. Philip's Consultative Board (CB) had the foresight to recognize the value in developing a strategic plan for St. Philip School. The CB is responsible for providing advice and support to the Principal and Superintendent on long-term goals for the school, including strategic planning, Catholic mission/identity, development, budget/finance, plant/facilities, technology and marketing/enrollment. There are 16 members on the Consultative Board including the Principal, the Superintendent of Schools for the Archdiocese of San Francisco, and 14 current and former parents, and parishioners of St. Philip Parish. The Consultative Board played a key role in reviewing and providing advice and counsel throughout the strategic planning process, including identifying priorities, and strategies for moving the plan forward. They will continue to play a role in prioritizing actions, funding decisions, and monitoring progress.

The Consultative Board Convened a Strategic Planning Committee

The Strategic Planning Committee (SPC) was formed to do the "heavy-lifting" – to design and implement the strategic planning process – from conceptual design through finalizing the strategic plan and presenting it to the community. The SPC included the Principal, 5 current parents who also serve on the Consultative Board) and an external strategic planning consultant, with Catholic school experience. The SPC was responsible for designing a strategic planning process that gave voice to everyone in the St. Philip community and for shaping strategic priorities that reflected what was most important for the future of the school.

The Strategic Planning Committee Collected Data to Identify Strategic Priorities

Strategic Planning Survey

We invited current parents, faculty and staff, former parents and students, and parishioners to contribute their perspectives and ideas about the future of St. Philip's School through a Strategic Planning Survey. The survey was available to the St. Philip community on-line and through paper versions. Approximately 132 community members completed a Strategic Planning Survey.

Parent Listening Sessions

Our Strategic Planning Consultant facilitated two Parent Listening Sessions to take a deeper dive into the themes that emerged from the Strategic Planning Survey. Every parent was invited to contribute. Approximately 15 parents participated.

Faculty Listening Sessions

In addition to contributing to the Strategic Planning Survey, faculty participated in a Listening Session and a follow-up meeting with our Strategic Planning Consultant, to discuss proposed strategic planning priorities and recommendations.

The Strategic Planning Committee Reviewed the Data and Identified 4 Strategic Priorities

After reviewing the data from the Strategic Planning Survey, Parent Listening and Faculty Listening Sessions, the SPC identified 4 strategic themes for St. Philip School:

-) Catholic Identity
-) Academics
-) Technology
-) Facilities and Environmental Stewardship

The Strategic Planning Committee Formed 4 Strategic Task Forces to Develop Specific Strategic Initiatives and Actions

The SPC convened four Strategic Task Forces (STF) to take a “deep dive” in the data and develop detailed initiatives and actions to support the 4 strategic planning priorities – Catholic Identity, Academics, Technology, and Facilities and Environmental Stewardship. The Strategic Task Forces included community members who had relevant experience to support a specific strategic theme. The Strategic Task Forces were represented by St. Philip’s Principal, faculty and staff, school parents, and parishioners. Approximately 24 community members participated on STFs. The STFs met over period of 4 weeks; the outcome of their efforts were recommendations for strategic initiatives and actions to support the 4 strategic priorities.

The Strategic Planning Committee Reviewed the Strategic Initiatives and Actions with the Consultative Board, the Faculty, St. Philip’s Parish Administrator, and the Superintendent of Schools

We presented the Strategic Initiatives and Actions to key stakeholders and solicited their feedback. The key stakeholders suggested very few substantive changes and accepted almost all the recommendations of the Strategic Task Forces.

The Strategic Planning Committee Added One More Strategic Priority and Finalized the Strategic Plan

Over a period of several weeks, the SPC incorporated the Strategic Initiatives and Actions into a Strategic Plan for St. Philip’s School. However, during our work together to finalize the plan, we realized that we had omitted one important strategic priority - Community Engagement. We believed that it was important enough to make Community Engagement a late addition to final version of this strategic plan.

ST. PHILIP'S STRATEGIC GOALS

CATHOLIC IDENTITY

To reaffirm a clear connection between our school and church and to establish a more defined link between our church lives and our secular lives.

ACADEMICS

To enrich faculty and students with opportunities to collaborate and be inspired beyond traditional approaches to education and take meaningful steps toward effectively supporting the diverse needs of all students.

TECHNOLOGY

To improve the St. Philip experience for all stakeholders, including students, faculty, and parents, through the effective deployment of technology as a tool both within and outside the classroom.

FACILITIES AND ENVIRONMENTAL STEWARDSHIP

To address facilities needs within the context of Laudato Si', with an emphasis on being thoughtful and responsible stewards of our facilities and our environment.

COMMUNITY ENGAGEMENT

To continue to build an inclusive community where people feel effectively informed, are actively engaged, and are meaningfully supporting the needs of St. Philip School.

ST. PHILIP'S MISSION

St. Philip's School of San Francisco educates students for lives of hope, joy, meaning and purpose to serve the common good. Rooted in Catholic faith and values, our faculty, staff and parents work together to create a warm and nurturing learning environment that attends to the development of the whole child.

ST. PHILIP'S SCHOOL-WIDE LEARNING EXPECTATIONS

B-R-U-I-N-S are:

BEACONS OF FAITH who:

-) Show reverence for God and all *God's* creation
-) Respect the dignity of others
-) Live the Gospel through prayer and service

RESPONSIBLE CITIZENS who:

-) Make just and empathic choices
-) Show accountability for their words and actions
-) Value their community and the environment

UNIQUE PEOPLE who:

-) Recognize and appreciate their talents and skills and those of others
-) Demonstrate tolerance and understanding of themselves and others
-) Seek to enrich their lives in meaningful ways

INDEPENDENT THINKERS who:

-) Use logic and creativity to solve problems
-) Show curiosity, motivation, and a passion for knowledge
-) Learn throughout life

NURTURING INDIVIDUALS who:

-) Stand up for what is right and just
-) Respect the differences in others
-) Serve as role models through kind words and actions

STRATEGIC PRIORITY: CATHOLIC IDENTITY

To reaffirm a clear connection between our school and church and to establish a more defined link between our church lives and our secular lives.

CONTEXT FOR PLANNING

St. Philip's has a strong Catholic mission and identity which reflects the inclusive, diverse, community-based neighborhood in which it is located. Our school's core beliefs and curriculum stem from what it truly means to be Catholic: open and welcoming to all. We pride ourselves on our dedication to address the intellectual, spiritual, moral, and social aspects of every child.

The context of this strategic plan comes from a desire within our community to establish a more defined link between our church lives and secular lives, and to reaffirm a clear connection between our school and church. We also aspire to elevate what our school currently has in place for Catholic Identity Standards (as set by the Western Catholic Education Association).

WHAT WE ARE GOING TO DO

1. Strengthen the partnership between the school and the parish, and adapt to changes that result from the parish clustering process.
 - a. Facilitate more lines of communication between school families, parish staff, and community.
 - b. Create a cross-membership process to share communication between the Consultative Board and Parish Council.
2. Make school masses more interactive and engaging for students.
 - a. Use the Children's Lectionary & Family Mass and Eucharistic Prayer Book
 - b. Invite the class hosting mass to participate in the choir and decorate the altar
 - c. Integrate new music into the student masses
3. Strengthen the quality and relevance of community service opportunities for students and families.
4. Enhance the spiritual and faith development of students in addition to religion classes.
 - a. Provide training for teachers to facilitate in-school retreats and moderate personal faith discussions.
 - b. Institute short moments for reflection/meditation/mindfulness during the school day.
 - c. Build and maintain a community garden to teach kids about care for the environment.
5. Select a more contemporary religion textbook series that is approved by the Archdiocese and aligns with our school's mission and values.
6. Explore the feasibility of creating a Campus Youth Ministry position.
 - a. A school-wide professional resource who would work in partnership with teachers to support student masses, sacramental preparation, religion classes, and enhancing all aspects of student faith development.

STRATEGIC PRIORITY: ACADEMICS

To enrich faculty and students with opportunities to collaborate and be inspired beyond traditional approaches to education, and take meaningful steps toward effectively supporting the diverse needs of all students.

CONTEXT FOR PLANNING

The current standard of academics at St. Philip's is high. The school provides a well-rounded curriculum and dynamic teaching, integrating project based learning with traditional educational approaches. The desire for continued improvement and visible strategies to achieve 'more' and 'better' is strong among the faculty and the community.

Planning from a position of strength, St. Philip seeks to enrich both students and faculty, with opportunities to collaborate and be inspired beyond traditional methods and standard resources. With a wide variety of new and different approaches to education available, we want to optimize and capitalize on innovative and proven resources. Long-term, we aspire to be the school that rejects the idea of "teaching to the middle," because we are resourced to effectively support the diverse needs of all students.

St. Philip's will continue to offer a core academic program that effectively prepares our students for high school, meeting the curricular requirements set forth by the Archdiocese for all Catholic elementary schools. And we will continue to innovate by exploring new school-day, co-curricular, and after-school programs that reflect contemporary interests and the most meaningful investment of our resources.

WHAT WE ARE GOING TO DO

1. Over time, we will reject the idea of "teaching to the middle," by allocating resources to effectively address learning needs across the spectrum, from students with learning challenges to students who would benefit from greater academic challenges.
 - a. Revamp the Resource Program to include a dedicated full-time professional and additional classroom aides, who can support the full spectrum of learning needs, with an emphasis on early intervention.
 - b. Introduce math intervention in earlier grades, including a dedicated math resource for grades K-3.
 - c. Use objective data (e.g. STAR testing results) as the primary decision maker for access to the resource program.
 - d. Create more differentiated learning opportunities within the classroom rather than the current pull out system.
 - e. Purchase Lexia & Power Up, technology-based programs that assess students' proficiency levels and enables students who are ready for more challenge to work at an advanced level.

2. Expand support for social & emotional learning needs.
 - a. Hire a full-time counselor
 - b. Integrate an ongoing, consistent focus on social emotional learning
 - c. Transition from a one off 'program' to implementing strategies and practices that are integrated into all aspects of school life
3. Expand the current core curriculum to reflect broader needs
 - a. Reinstate civics class into the curriculum to include a broader social studies program that includes executive functioning and study skills (including HSPT test taking prep)
 - b. Create more science lab time for K-3rd and explore how to add more science time to focus on STEM and more hands-on learning opportunities for all grades
4. Explore options for creating a more powerful Spanish language program.
5. Refresh the co-curricular program with an emphasis on offering more options for visual art, music, and the performing arts.
 - a. Introduce a musical to the school calendar to engage the full student body
6. Strengthen the stability of the school's administration and faculty by developing strategies to retain high quality administrators, faculty, and staff.
7. Expand the integration of technology into classroom instruction.
 - a. Provide specific teacher training opportunities to enable inspired use of innovative techniques and programs
 - b. Create technology standards and core curriculum for each grade level.
 - c. Work in partnership with the technology strategic committee to implement cross functional plans
 - d. Explore the feasibility of engaging a dedicated ed-tech resource to support teachers in implementing structure and curriculum for each grade, as well as sourcing new programs for differentiated learning needs within the classroom

STRATEGIC PRIORITY: TECHNOLOGY

To improve the experience for all stakeholders, including students, faculty, and parents, through the effective deployment of technology as a tool both inside and outside the classroom.

CONTEXT FOR PLANNING

To prepare our students for high school, higher education, and life, St. Philip School believes that it is essential to emphasize and prioritize our students' experience with technology. Through our strategic plan, we believe that it is important for us to provide 4 different kinds of technology "tools" – tools for classroom teaching and learning (educational technology); technology tools that will enable our students to be savvy users of technology in life (applications); tools to learn how to develop technology (computer science); and tools to enable efficient and effective school administration (communication, enrollment, etc.). To that end, St. Philip would aim to "mainstream" technology and expand resources to support technology including dedicated human resources and expanded financial support.

WHAT WE ARE GOING TO DO

1. In collaboration with school administration, faculty, and "expert" outside support, develop a comprehensive technology plan that is designed to complement the existing curriculum, support professional development of faculty, and prepare students for classroom and evolving "life" technology needs.
 - a. Identify resources to work in partnership with the faculty to understand the lesson plans of the K - 8 teachers and jointly develop programs and teaching enhancements to ensure a richer experience.
 - b. Implement the best model to ensure dedicated support is available to faculty on an ongoing basis.
 - c. Create grade-level achievement goals for students that reflect the level of proficiency appropriate for classroom learning, life skills, and developing technology.
 - d. Provide resources to support professional development of faculty.
2. Improve the technology interfaces of the school (infrastructure).
 - a. Engage high quality 3rd party contractors or consultants to develop better central resources for teachers and parents, including an online parent portal and the ability to reduce the amount of paper sent home.
 - b. Update and standardize the accounting, HR and security software.
3. Develop the capacity to support IT hardware and software on a real-time, as-needed basis.
 - a. Engage a new cost effective IT support consultant who will be onsite and available to address IT related issues in real time.
 - b. Identify vendors who can provide IT support and deploy ed-tech resources for academics.

FACILITIES & ENVIRONMENTAL STEWARDSHIP

To address facilities needs within the context of Laudato Si', with an emphasis on being thoughtful and responsible stewards of our facilities and our environment.

CONTEXT FOR PLANNING

Laudato Si': On Care for Our Common Home is an appeal from Pope Francis addressed to every person living on this planet. Pope Francis encourages us to engage in inclusive dialogue about how we are collectively shaping our future. Catholic schools, parishes, and dioceses, in response to Pope Francis' call, are pro-actively identifying positive environmental practices within their communities and prioritizing areas for improvement.

Overall, the facilities at St. Philip's are in great working condition, considering that our school is 80 years old! The school was recently retrofitted and the interior was painted in 2019. However, to be environmentally responsible, provide a safe and clean environment, and serve the current needs of the community, additional changes are necessary. We also want to be prepared to capitalize on new opportunities for space utilization and environmental stewardship as they arise.

WHAT WE ARE GOING TO DO

1. Repair the boys' and girls' bathrooms with a focus on water conservation and sanitation.
2. Convert the computer lab to a multipurpose room that is energy efficient and meets the needs of multiple users at the school.
3. Identify smaller school projects that will improve the appearance, functionality, energy efficiency and comfort, particularly within classrooms.
4. Proactively engage in dialogue with the Parish about facilities' needs, with a focus on mutually beneficial opportunities to thoughtfully and efficiently utilize space and serve as responsible stewards of our environment.
5. Work in partnership with the Parish to more effectively utilize Parish space for school-related activities.
 - a. Work with the parish on scheduling and utilizing the parish hall for school day needs, like lunch space.
 - b. Leverage future opportunities for space utilization that may emerge as the parish converts to a cluster model.

COMMUNITY ENGAGEMENT

To continue to build an inclusive community where people feel informed, are actively engaged, and are meaningfully supporting the needs of St. Philip School.

CONTEXT FOR PLANNING

St. Philip School is proud of its incredibly strong, tight-knit community. Our families are the pillar of our community and play an important role in supporting the school through their involvement both within and beyond the classroom. We offer a wide variety of volunteer opportunities for parents. St. Philip could not thrive without the committed engagement of all families.

There is an old saying that “many hands make light work.” Our priorities for Community Engagement focus on continuing to build a culture of volunteerism and support – the generous giving of time, talents, and treasures.

It is also important for parents, prospective families, and the broader community to know who we are and what we do - our identity, our philosophy, our pedagogy, and our impact on the lives of students in our care. Enhancing communication with our community is also a priority for Community Engagement.

WHAT WE ARE GOING TO DO

1. Enhance marketing, communication, and outreach to support enrollment.
 - a. Enhance marketing and communications efforts to inform prospective families about St. Philip’s programs.
 - b. Leverage technology (e.g. social media) to tell the St. Philip story.
 - c. Strengthen the process for recruitment, admissions, and enrollment.
2. Continue to strengthen communication with current families.
 - a. Strengthen ongoing communication with parents so they feel fully informed about the school’s academic philosophy and programs.
 - b. Introduce special parent information nights offering expanded insight and support.
 - c. Initiate an annual open house to share updates and strategic progress.
3. Restructure the PTG to so that it is more efficiently organized to support the needs of the school.
4. Increase the number of parents who are actively engaged in supporting the school, through their time, talents, or treasures.
 - a. Explore ways to engage parents that more effectively capitalize on their individual strengths, talents, and interests.
5. Enhance the volunteer experience for parents
 - a. Leverage technology to make it easier for the school to communicate with parents and for volunteers to engage with the school.
 - b. Prioritize gratitude – enhance recognition of volunteers.

ACKNOWLEDGEMENTS

St. Philip School would like to thank all community members who contributed to our strategic plan. We would also like to extend an extra thank you to the following people who played a special role in bringing our strategic plan to life.

St. Philip Parish Clergy

The Strategic Planning Committee thanks the St. Philip Parish clergy who supported the strategic planning process including Father Stephen Howell, under whose leadership the process started and Fr. John Chung who supported it through its final stages. We would also like to express our thanks to Fr. Brendan McBride for his support of our school, students, and families.

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