



EPIPHANY
OF THE LORD
CATHOLIC SCHOOL

Epiphany of the Lord Catholic School
Katy, Texas

Strategic Plan

2018-2020

1. Introduction

Epiphany of the Lord Catholic School opened its doors in August 2018 to 93 students under the leadership of our Pastor, Rev. Tom Lam and Principal, Dr. Nicolas Morgan. Students were enrolled in Grades Pre-K through 4th grade. The faculty consisted of eleven teachers supported by a staff of seven.

2. Mission and Foundations

The Schools Mission Statement and guiding foundations are set out below:

Mission Statement

Rooted in Catholic tradition, Epiphany of the Lord Catholic School promotes growth in the foundations of faith, knowledge, compassion, and character.

Foundations of Epiphany of the Lord Catholic School

Faith:

Epiphany of the Lord Catholic School is dedicated to:

- Promoting a personal connection with God to all members of the community.
- Sharing the transforming grace of the Holy Spirit.
- Active participation in personal and collective prayer, reflection, and action.
- Developing understanding, dialogue, and respect for religious differences.
- Living and modeling Catholic teachings and Gospel values as members of Epiphany of the Lord Catholic School.

Knowledge:

Epiphany of the Lord Catholic School is dedicated to:

- Developing and implementing a rigorous curriculum based on educational research, reflection, and evaluation.
- Implementing a variety of teaching strategies and lesson formats to ensure all educational needs are being met.
- Providing ongoing professional development for faculty and staff to ensure effective and appropriate practices and programs are being employed.
- Using ethical and respectful use of technology to enhance understanding and learning objectives.

Compassion:

Epiphany of the Lord Catholic School is dedicated to:

- Offering opportunities for focused service and activism which inspires a lasting commitment to volunteerism and charity.
- Preparing students to understand, appreciate, and be responsible stewards of the earth's resources.

- Educating the entire community to question and reflect on the values of society and to act for justice.
- Staying informed and helping those in need who are affected by local, national, and global injustices and suffering.

Character:

Epiphany of the Lord Catholic School is dedicated to:

- Teaching and practicing interpersonal skills and tools for navigating a wide variety of social interactions.
- Acknowledging and celebrating cultural and racial differences within our community and world.
- Promoting self-discipline, accountability, responsible decision-making, and leadership opportunities.
- All community members modeling acceptance, respect, and concern for themselves and others.
- Practicing proper etiquette in today's culture and social world.

3. School Advisory Board

A School Advisory Board consisting of six members was established during the summer of 2018. The purpose of the board is to recommend policy, identify educational needs and aspirations of the school and school community and engage in long-range strategic planning. In connection with the later, the Board began in September 2018 to engage in a process to establish a Strategic Plan for the next three years.

The Board reviewed the School Board Handbook issued by the Archdiocese of Galveston—Houston along with the accreditation standards of TCCB—ED. In connection therewith, the following domains were set to follow in preparation of the Strategic Plan:

- Mission, Philosophy & Vision
- Community
- Governance, Administration & Management
- Personnel
- Curriculum & Instruction, Student Assessment
- Student Services
- Plant & Facilities

Several members of the Board and the Principal attended a workshop provided by the Archdiocese discussing the role and guidelines for board members of Catholic schools.

In the initial meeting to begin preparation of the Strategic Plan, a SWOT analysis was conducted to brainstorm Strengths, Weaknesses, Opportunities and Threats. Later in that session and subsequent meetings each of the domains listed above were addressed and goals, action plans and planned year of

accomplishment for each was set. The following consists of the results of the SWOT analysis and the Strategic Plan established.

2018-2020 - SWOT Analysis

1. Strengths

- Faith-based, God is on our side
- Modern facilities w state of the art technology
- Strong experienced leadership and staff tied to our core values
- Small enrollment; excellent teacher to student ratio
- First and only Catholic elementary school in Katy area
- No negative legacy issues, problems or agendas to deal with

2. Weaknesses

- Highly-leveraged financially
- No established reputation in the market
- Lack of extra-curricular activities; limitation on existing facilities
- Perception as to high tuition costs
- No performance metrics established

3. Opportunities

- Establish reputation of value beyond public education for increased enrollment
- Enrollment growth through Child's Play feeder and successful marketing
- Feeder system to St. John XXIII
- Visibility through community service activities
- Revenue initiatives within Parish and Katy community

4. Threats

- Perceived strength of KISD and other private school competition
- Potential downturn in the local economy; cyclical nature of energy
- Staff turnover
- Enrollment not meeting expectations
- Negative Catholic press

Accreditation Standards Domain	Goals	Action Plan	Year 1	Year 2	Year 3	Ongoing
Mission, Philosophy & Vision	Strive to create a Christian-based faith community of students and faculty centering on Catholic values and spirituality	Daily prayer within the classroom	x			x
		Weekly student Mass with student participation in planning & service	x			x
		Visual representation of our faith provided in the form of pictures and statues within our facilities and books available to students	x			x
		Parent participation in activities centered on faith development—attendance at weekly Mass, special feast day student events and other programs		x		x
	Recognition within Epiphany and surrounding parishes, and the Katy area overall as a faith-based high quality educational alternative to public school	Active word-of-mouth promotion in our community by administration, faculty, parents and students	x			x
		Communication of school information and achievements in: • Epiphany bulletin Surrounding parish bulletins (St. Faustina, St. Bart’s, etc.)	x			x
		School information and achievements communicated in local newspapers and magazines		x		x
		Periodic attendance by students at Sunday Masses dressed in school uniforms	x			
		Table with student/parent support quarterly at coffee & donuts Sundays after Masses		x		x
		Semi-annual open houses for parents of prospective students	x			x
		Communicate with Child’s Play parents and recruit potential students	x			x
		Marketing and advertising communication plan developed & execution initiated		x		x
Community	Promote our students to be active in our society proclaiming the Gospel message and serving others	Students provide support for Parish service projects—food drive, holiday gift baskets, baby bottle project, Angel Tree, etc.	x			x
		Annual school service project is identified that results in participation by a substantial majority of our students		x		x
		Annual requirements set for middle school students with participation with their parents that involve a community service project; record is kept of the service		x		x
		Students provide support to certain other Parish sponsored ministries (RCIA crosses, Angel Tree, etc.)	x			x

Accreditation Standards Domain	Goals	Action Plan	Year 1	Year 2	Year 3	Ongoing
Governance, Administration & Management	Conduct the school in an organized and well-planned manner that provides for a faith-based quality education for our students	Establish a School Advisory Board that meets monthly and provides advice to the Pastor and Principal in the conduct of the school	X			X
		Establish and approve a set of By-laws for the school and monitor compliance	X			X
		Effectively utilize the resources and offerings, i.e. workshops, provided by the Diocesan Education Department	X			X
	Administer and manage the school in a fiscally responsible manner	Annually prepare a budget that is reviewed by the School Advisory Board and the Finance Committee of the Parish and approved by the Pastor	X			X
		Establish a Finance Committee of the School Advisory Board to prepare the annual budget and review actual results to budget at the monthly meetings	X			X
	Increase enrollment at the school by an average of twenty percent per year over the next three years	Add at least one grade level each year for four years and expand each grade level to two classrooms; promote the school through:	X			X
		Produce a school video for use in recruiting potential new students		X		X
		Provide a quality website updated frequently for achievements and forthcoming activities and events	X			X
		Scholarships are selective and offered only to qualified recipients	X			X
		Student involvement in service projects in the community	X			X
		Retain existing students	Evaluate tuition rate and ensure competitive in the marketplace	X		
	Utilize Parent Association for feedback and continued development		X			X
	Implement Development plan for fundraising activities	Establish a Development Committee of the School Advisory Board led by a member of the board to focus on fundraising activities to supplement our revenues	X			X
		Successfully execute Annual Plan among parishioners, parents of students and other supporters	X			X
		Identify and implement various fundraising activities: • Casino Night, Kroger rewards, Steps for Students, Epiphany, etc.	X			X
		Continue applying for educational grants (foundations & corporations)	X			X

Accreditation Standards Domain	Goals	Action Plan	Year 1	Year 2	Year 3	Ongoing
Personnel	Hire, retain and develop highly qualified administrators and teachers that share the mission and vision of our school and create an environment that encourages the development of our academic programs and faith community	School Advisory Board and Pastor annually evaluate performance of Principal; Principal evaluates performance of staff and teachers	X			X
		Salaries are reviewed annually for competitiveness and comply with Archdiocese guidelines	X			X
		Teachers are required to participate in development programs and funding is provided by the school	X			X
		Formal development program is established for the Principal, faculty and staff and is annually evaluated and updated	X			X
		School leadership establishes Professional Learning Communities (PLC's) within the faculty and staff	X			X
Curriculum & Instruction, Student Assessment	Provide an academic program for students that provides for teaching of core educational skills with practices employed to share Christian values, develop creative thinking, provide for collaborative communication and enhanced technology-related skills.	Continuous monitoring and development of curriculum by Principal and supporting team	X			X
		Perform student academic testing and measure scoring in comparison with state testing measures	X			X
		Compare curriculum with other Catholic school programs	X			X
		Monitor and assess technology platform and enhance as deemed appropriate and cost effective	X			X
		Encourage after school student clubs—math, music, science and other enrichment programs	X			X
		Students from Catholic high schools visit and speak to our students	X			X
		Career day visits-- professionals, community service providers and those serving in religious vocations	X			X
		Educational field trips i.e. museums, co-cathedral, NASA, etc.	X			X
		Teach traditions and cultures of other faiths to promote ecumenical relationship building	X			X
		Continue adding competitive sports and other extracurricular activities that encourage team building and development of physical skills	X			X

Accreditation Standards Domain	Goals	Action Plan	Year 1	Year 2	Year 3	Ongoing
Student Services	Ensure students learn in a safe environment and are provided the opportunities to enhance the development of their skills	Maintain full-time security officer on the school premises during hours of operation	x			x
		Develop a crisis response and evacuation plan for unexpected events i.e. fire, storm, acts of terror; conduct practice drills	x			x
		Maintain properly sanitized and clean facilities	x			x
		Make available extracurricular activities to students—school clubs, athletics	x			x
		Implement physical education activities for students based on existing facilities available	x			x
		Provide after school arrangements for student pick-up	x			x
		Students are provided access to a full-time nurse on the staff	x			x
		Spiritual advisor i.e. priest or deacon, available to students	x			x
		Gifted & talented activities enacted	x			x
Plant & Facilities	Create and maintain school facilities sufficient in size and functionality to teach and develop our students in the Catholic tradition	Establish a Plant & Facilities committee led by a member of the School Advisory Board that makes an ongoing assessment of plant and facilities priorities and needs	x			x
		Develop and monitor compliance with a safety program for the school	x			x
		Develop a plan for constructing an expanded and better functioning playground for the school	x	x		x