

## MISSION & CATHOLIC IDENTITY

### GOALS, OBJECTIVES & ACTION STEPS

<b>Goal 1 (or Focus Area) – Mission (Mission and CI)</b>					
Objective 1.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Ensure a broad understanding and awareness of the new School Vision, Philosophy and the updated Mission.	Post all to ECS website and to parish website.	School IT specialist	April 2021	April 2021	N/A
	Conduct reviews with relevant stakeholders including staff, PA, students and parish.	Board President, Principal, Pastor, SP coordinator	Feb 2021	April 2021	N/A
	Ensure V/M/P statements are prominently displayed in various places in the school by providing professionally printed copies for all classrooms and major public spaces of the school and the parish.	Dean of Students	April 2021	May 2021	\$1000
	Ensure V/M/P are integrated into the daily operational and instructional activities of the school, including incorporating into the Star award process.	Principal, Teachers	April 2021	Ongoing	N/A
<b>Goal 2 (or Focus Area) – Religious Education (Mission and CI)</b>					
Objective 2.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Ensure all teachers are knowledgeable in the Catholic faith to enhance the formation of students in the Catholic Faith.	Achieve and maintain full compliance with ADGH requirements with respect to teacher catechetical training.	Principal	Sep 2021	Ongoing	TBD
	Encourage and support teachers in pursuit of advanced degrees, particularly in theology and religious training.	Principal	Sep 2021	Ongoing	TBD
	Upon achieving near full enrollment, add a position of Religious education coordinator.	Principal	2023/2024 school year	2025	1 Full time staff/faculty position.
Objective 2.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance the annual teachers retreat.	Conduct an offsite event with an emphasis on spiritual growth and school community.	Principal	Fall 2021	Ongoing	Find out what the cost may be for a retreat center.

**GOALS, OBJECTIVES & ACTION STEPS**

**Goal 3 (or Focus Area) – Student Faith Formation (Mission and CI)**

Objective 3.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Improve school community service programs at all grade levels.	Develop an inventory/menu of service projects that classes/grades can select from.	School Service project coordinator/committee	Sep 2021	Ongoing	N/A
	Ensure service project opportunities include off site event for higher grade levels. Consider soliciting parish members for financial support.	School Service project coordinator/committee	Sep 2021	Ongoing	\$2000 annually
	Better integrate service opportunities with EOL parish outreach efforts.	School Service project coordinator/committee	Sep 2021	Ongoing	N/A
	Plan and conduct a school wide service project annually, include parents as appropriate.	School Service project coordinator/committee	Sep 2022	Ongoing	\$500 annually
Objective 3.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance opportunities for retreat participation at all grade levels.	Establish annual off site retreats for MS students	Dean of Students	Sep 2022	Ongoing	\$2000 annually
	Ensure completion of annual on site retreats for ES students	Dean of Students	Sep 2021	Ongoing	N/A
	Include parish catechists and clergy in school retreats.	Dean of Students, Parish Faith Formation Coordinators	Sep 2022	Ongoing	N/A
Objective 3.C	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance opportunities for students to participate in parish ministries.	Encourage students to participate in parish ministries such as altar servers, ushers, choir and middle school youth group. Track participation level and monitor improvement trends.	Dean of Students	Sep 2021	Ongoing	N/A
	Conduct a school/parish “ministry day” to educate students on the various ministries emphasizing those that are suitable for their participation. Consider inviting parents to attend.	Dean of Students	Sep 2022	Annually	N/A
Objective 3.D	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance the school focus on vocations.	Adopt a seminarian, This may include seminarian visits to the school, school visits to the seminary, prayer sessions	Deacon TBD (Chris Walker), Board member.	Fall 2022	Fall 2023	TBD

	for the seminarian, and possible financial support for the seminarian.				
	Conduct guest vocational speeches	Deacon TBD and Board Member (Joel Matthews?)	Fall 2022	Ongoing	N/A
	Ensure routine prayer specifically for vocations.	Principal	Fall 2021	Ongoing	N/A
Objective 3.E	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance student access to the sacraments	Provide frequent opportunity for reconciliation within the school environment.	Fr. Joseph, Principal	Fall 2021	Ongoing	N/A
	Provide a First Holy Communion and First Reconciliation celebration/reception event for the school student community.	School administration	Fall 2022	Ongoing	N/A
<b>Goal 4 (or Focus Area) – Adult Faith Formation (Mission and CI)</b>					
Objective 4.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Increase and enhance the involvement of parents in the faith formation of their children.	Develop an annual calendar of religious events/activities, ensure parents are invited to relevant events.	Administrative Assistant	2021/2022 School year	Ongoing	N/A
	Help parents become “catechists” for their children by providing brief catechetical “communications” to parents via forums such as PA meetings, emails, or dedicated sessions.	Religious Education Coordinator	2023/24 School year	Ongoing	N/A
Objective 4.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Increase the presence and effectiveness of clergy in the school.	Identify specific opportunities and/or roles for EOL priests and deacons.	Dean of Students and Parochial Vicar	Sep 2021	Ongoing	N/A
	Consider adopting a local seminarian (See objective 3D).	See Objective 3D			

## GOVERNANCE & LEADERSHIP

### GOALS, OBJECTIVES & ACTION STEPS

#### Goal 5 (or Focus Area) - The Governing Body (Governance and Leadership)

Objective 5.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Establish a more structured process for advisory board membership and succession to include consideration of factors like experience, diversity, term, etc.	Form Nominating Committee consistent with the bylaws to address advisory board membership and succession planning	Board President and Board VP	Feb 2021	Mar 2021	NA
	Conduct nominating committee periodic meetings and present recommendations to full Advisory Board at a meeting conducted in the Spring (April/May timeframe).	Nominating committee chairperson (TBN)	Mar 2021	Ongoing	NA
Objective 5.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Develop a constructive and beneficial relationship with both the AD Catholic School Office and other high performing Catholic schools in the AD to identify enhancements to board practices and processes.	Advisory Board President or their advisory board designee and Principal meet at least once annually with representatives of the AD Catholic School Office.	Board President and Principal	Aug 2021	Ongoing	NA
	Advisory Board President or their designee and Principal meet at least once annually with their counterparts at one or more other Catholic Schools in the AD deemed to be high performing.	Board President and Principal	Nov 2021	Ongoing	NA

#### Goal 6 (or Focus Area) - The Leader/Leadership Team (Governance and Leadership)

Objective 6.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Improve overall support mechanisms for staff professional development.	Communicate teacher evaluation and yearly goal process to new faculty and staff as they come on board.	Principal	Aug 2021	Ongoing	NA
	Prepare with each member of the faculty and staff an annual development plan that includes goals and action steps.	School Administration	Aug 2021	Ongoing	NA
	Conduct a performance assessment with each faculty and staff member at the end of the school year.	School Administration	May 2021	Ongoing	NA
	Implement a program that supports (included funding) leadership team, faculty and staff development through outside education, conferences etc.	Principal, Finance Committee	Fall 2021	2025	TBD

Objective 6.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Improve the integration and collaboration between the school and the parish.	Open a formal dialogue with all parish functions and ministries to identify ways in which interaction could be enhanced. Generate a list of such interactions and then sponsor follow through.	Board President, Board VP and member of School leadership team	June 2021	Annually	NA
	Support the school career day program and other school programs by supplementing with non-parent parishioner participation	School Administrative Staff member, Pastoral council member, School Board member	Fall 2021	Ongoing	NA
	Students participate in activities that increase their visibility among parishioners through participation in parish ministries and events, such as International Fest, Youth Choir, Outreach Ministry efforts, Youth Group, etc.	Parish Life Ministry Director, School administrative staff member	Fall 2021	Ongoing	NA
	Faculty, Staff, & Admin Team being present and available to the community at parish events, masses, and gatherings.	Principal and TBD parish member	2021	Ongoing	NA
	Increase the involvement of school parents in parish activities	Parent Association	2022	Ongoing	NA
Objective 6.C	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Attract and retain quality personnel for long-term sustainability and growth of the school	Annually review teacher salaries to achieve 90% of Local Education Agencies (LEA)	Principal and Finance Committee	2021	Ongoing	No current gap, ensure inflation included in 5YP
	Complete a plan and schedule for the hiring of learning and development specialist personnel needed to support well rounded students and enrollment growth.	Student support team	July 2021	Dec 2021	Will add a TBD number of positions.

# ACADEMIC EXCELLENCE

## GOALS, OBJECTIVES & ACTION STEPS

### Goal 7 (or Focus Area) – Curriculum, Instruction and Staff (Academic Excellence)

Objective 7.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Provide a rigorous curriculum aligned with standards, 21st century skills, and Gospel values	Determine needed resources to align with the Texas Essential Knowledge Skills and the Archdiocesan curriculum standards, with emphasis on the new grades to be added.	Principal, Dean of Students	Spring 2021	Ongoing	N/A
	Adopt and purchase recommended resources.	Principal, Dean of Students	Spring 2021	Ongoing	~1500-2000\$/yr
	Provide training on utilization of resources.	Principal	Fall 2021	Ongoing	N/A
Objective 7.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Develop and implement a school-wide counseling program that addresses guidance and wellness.	Hire a school Counselor.	Principal	Fall 2021	Fall 2021	1 Full time staff position
	Evaluate effectiveness of counseling program to modify and meet the needs of the school.	Counselor/Principal	Spring 2022	Summer 2022	N/A
Objective 7.C	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Classroom instruction designed to meet the needs of all learners.	Hire a Reading/Math Intervention Specialist	Principal	Fall 2024	Fall 2024	1 Full time staff position

### Goal 8 (or Focus Area) - Assessment and Learning Objectives (Academic Excellence)

Objective 8.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Align curriculum, instruction, and assessment for all subjects as new grades are added.	Modify instruction to continuously improve.	Principal and designated faculty member(s)	Spring 2021	Ongoing	N/A
	Informal and formal assessments continued throughout school year by teachers to meet the needs of all learners.	Faculty	Fall 2021	Ongoing	N/A
Objective 8.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Monitor and track students' academic growth.	Explore options for admissions testing for incoming students 1 <sup>st</sup> and up.	Principal and Enrollment director	Spring 2022	Ongoing	N/A
	Utilize Measure of Academic Progress Testing (MAP) to define academic target areas and assess critical needs.	Dean of Students and Faculty	Fall 2021	Ongoing	N/A

	Provide parents with year end summary of MAP results.	Principal	Fall 2021	Ongoing	N/A
Objective 8.C	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance the assessment and performance measurement of all students.	Ensure that criteria used to evaluate student work is valid and consistent.	School Administration, Faculty	Fall 2021	Ongoing	N/A
Objective 8.D	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance School-wide teacher collaboration, with a focus on new grades as added.	Collaborative vertical/horizontal grade level meetings.	Principal and designated faculty member(s)	Fall 2021	Ongoing	N/A
	Evaluate the successes and ways in which improvements can be made.	Principal and designated faculty member(s)	Spring 2022	Ongoing	N/A
<b>Goal 9 (or Focus Area) - Programs and Services (Academic Excellence)</b>					
Objective 9.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Expand Athletics and extracurricular experiences for students.	Implement the plans to expand extracurricular activities consistent with enrollment growth and student interest.	Principal, Dean of Students	Fall 2021	2025	TBD
	Offer stipends to teachers who create and moderate programs	Principal	Spring 2021	Ongoing	TBD
	Introduce more academic competition opportunities for students (example – academic games, quiz bowl, speech and debate, odyssey of the mind, robotics club etc.)	Dean of Students/Faculty	Fall 2021	Ongoing	Sign Up Fees
Objective 9.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Create more educational and spiritual opportunities through hands-on real-world experiences.	Implement sister school program which could help students expand their horizons by experiencing what happens in other Catholic schools.	Faculty member	Fall 2021	Ongoing	TBD
	Start a class trip program with overnight opportunities.	Dean of Students	Fall 2021	Ongoing	\$250-\$2000 (Depends on location of trip)
Objective 9.C	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
	In school volunteer opportunities posted to increase awareness	Parent Association and faculty liason	Fall 2022	Ongoing	TBD

Enhance parental involvement in their student's educational experiences.	Create a day of service that the entire campus can participate in. (see M&CI Objective 3A.)	Faculty Member	Fall 2022	Ongoing	TBD

## OPERATIONAL VITALITY

### GOALS, OBJECTIVES & ACTION STEPS

#### Goal 10 (or Focus Area) - Financial Planning (Operational Vitality)

Objective 10.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Develop and maintain a 5-year financial plan.	Upon completion of the updated ECS strategic plan, prepare a 5Y financial plan that meets all ADGH requirements (including capital needs and cash flow statements)	School Accountant, Chair of Finance committee, Principal	Jan 2021	May 2021	N/A
Objective 10.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Provide financial analysis and data support for tuition assistance planning and school marketing efforts.	Identify and prepare key financial metrics in support of tuition assistance planning.	School Accountant	April 2021	Ongoing	N/A
	Identify and prepare key financial metrics in support of school marketing and enrollment objectives.	School Accountant, Enrollment Director	Aug 2021	Dec 2021	N/A
Objective 10.C	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Enhance school financial transparency.	Provide annual summary financial report to parents and prospective parents (e.g. in informational packets) with board review ..	Principal, School Accountant	May 2021	Ongoing	N/A

#### Goal 11 (or Focus Area) - Human Resources (Operational Vitality)

Objective 11.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Ensure all faculty/staff are highly qualified and competent within their area of practice while sharing in the mission and vision of our school and faith community.	Maintain formal Teachers/Staff developmental plans. Review and update annually. Overlap with 6A	Principal	May 2021	Ongoing	N/A
	Ensure salaries are reviewed annually for competitiveness with local school ISD and are within Archdiocese guidelines. Overlap with 6C	Principal	May 2021	Ongoing	N/A
	Offer Retirement Planning Information to ECS staff annually.	Principal	Sept 2021	Ongoing	N/A
Objective 11.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Ensure all ADGH HR requirements are met and documented.	Ensure all position descriptions are maintained up to date and descriptions are developed for new	Principal, Pastor Administrative Assistant	Sept 2021	May 2021	N/A



	positions and communicated to the advisory board prior to recruitment.				
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**GOALS, OBJECTIVES & ACTION STEPS**

**Goal 12 (or Focus Area) - Facilities, Equipment and Technology (Operational Vitality)**

Objective 12.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Provide student access to gymnasium and/or athletic facilities in support of the Academic Excellence objectives with respect to student activities and services that will bridge to the completion of the school gym envisioned in the Parish Master Plan.	Commission a small team to develop the options and costs and present findings to the school administration and advisory board.	Team appointed by the board	Mar 2021	May 2021	N/A
	Implement the agreed study team recommendations.	TBD	TBD	TBD	TBD
Objective 12.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Complete a comprehensive refresh cycle plan for school technology hardware.	Develop a plan for technology acquisition consistent with enrollment growth plan.	IT Director	June 2021	Ongoing	TBD
	Develop a plan for technology replacement that maintains a reasonable spending profile.	IT Director	June 2021	Ongoing	TBD

**Goal 13 (or Focus Area) - Communications, Marketing, Enrollment and Development (Operational Vitality)**

Objective 13.A	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Achieve enrollment of 450 by 2025 by: (1) enhancing the ECS brand to be the leading provider of Catholic Education in Katy/West Houston and, (2) by promoting that brand more effectively in the areas most likely to generate potential students.	Hire a marketing/enrollment director. (perhaps combined with advancement and development director see below)	Principal, Pastor	Sept 2022	Dec 2022	One FT staff position + TBD communication funds
	Develop the desired enrollment profile and the strategies for achieving that profile, including retention strategies.	Marketing/Enrollment director	Sep 2022	Jan 2023	N/A
	Collect and compile interview information from all families who leave the school and those who express interest but ultimately decide not to enroll their children.	Marketing/Enrollment Director	Dec 2022	Ongoing	N/A
	Address the key school shortcomings identified in the above interviews.	TBD	TBD	TBD	TBD
	Explore options for school recognition and distinctions such as Blue Ribbon.	Principal	Sept 2022	Ongoing	TBD

	Identify EOL parishioners with pre elementary, elementary school aged children and proactively approach those families with ECS information and the benefits of a catholic education.	Marketing/Enrollment Director	Jan 2023	Ongoing	N/A
	Repeat the above step with identified neighboring parishes that are close enough to be a source of a significant number of students (St. Bart's, St. Faustina, St. Edith Stein, St. Margaret of Scotland?)	Marketing/Enrollment Director	Jan 2024	Ongoing	N/A
Objective 13.B	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Manage costs and revenues in a way that maintains sound financial stability.	Hire a school/parish advancement and development director perhaps combined at first with enrollment/marketing role.	Principal, Pastor	Sep 2023	Dec 2023	See above, combined with enrollment position
	Achieve enrollment objectives per above.	Enrollment Director	Ongoing	Ongoing	N/A
	Grow total funds raised through the various fundraising programs by at least 20%/yr.	Development Director, Development Committee	Ongoing	Ongoing	TBD
	Retest the 20%/yr objective with the final 5 YP financial model to ensure it is aggressive enough to achieve other goals.	Development Director and committee, School accountant	Jan 2021	May 2021	N/A
	Create a Policy and Procedures manual for all school fundraising events to allow for effective transitions from one leader to the next.	Development Committee Chair	May 2021	Aug 2021	N/A
Objective 13.C	Action Steps	Assigned To	Start Date	Due Date	Resources, Including Cost
Strengthen the communal bond between the School and the families of the school students.	Sponsor Father/Daughter and Mother/Son events such as dances, sporting events, etc.	Parent Association	Sept 2022	Ongoing	TBD
	Launch a Mom or Dad's club	Parent Association	Sept 2022	Ongoing	N/A
	Develop an Ambassador program for families and students (adopt a new family, reading buddies, etc.)	Dean of Students	Sept 2022	Ongoing	N/A
	Develop and implement summer opportunities such as day camps.	Dean of Students, PA Rep, PE coach	Sept 2023	Ongoing	TBD