

MISSION & CATHOLIC IDENTITY

GOALS, OBJECTIVES & ACTION STEPS

Goal 1 (or Focus Area) – Mission (Mission and CI)					
Objective 1.A	Action Steps	Assigned To	Start Date	Due Date	Status
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	Complete
	Conduct reviews with relevant stakeholders including staff, PA, students and parish.	Board President, Principal, Pastor, SP coordinator	Feb 2021	April 2021	Complete
	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.	Asst. Principal	April 2021	May 2021	Complete
	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	Ongoing
Goal 2 (or Focus Area) – Religious Education (Mission and CI)					
Objective 2.A	Action Steps	Assigned To	Start Date	Due Date	Status
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	Ongoing, Part of annual assessment reviews
	Encourage and support teachers in pursuit of advanced degrees, particularly in theology and religious training.	Principal	Sep 2021	Ongoing	Ongoing
	Upon achieving near full enrollment, add a position of Religious education coordinator.	Principal	2023/2024 school year	2025	Plan to hire a MS religion teacher who will serve as the REC
Objective 2.B	Action Steps	Assigned To	Start Date	Due Date	Status
Enhance the annual teachers retreat.	Conduct an offsite event with an emphasis on spiritual growth and school community.	Principal	Fall 2021	Ongoing	Planned for 2022/23 school year.

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	Status
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	Ongoing
	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	Complete for 4 th grade, in progress for 5 th and 6 th grades.
	Better integrate service opportunities with EOL parish outreach efforts.	School Service project coordinator/committee	Sep 2021	Ongoing	Ongoing
	Plan and conduct a school wide service project annually, include parents as appropriate.	School Service project coordinator/committee	Sep 2022	Ongoing	Planned for 2022/23 school year
Objective 3.B	Action Steps	Assigned To	Start Date	Due Date	Status
Enhance opportunities for retreat participation at all grade levels.	Establish annual off site retreats for MS students	Asst. Principal	Sep 2022	Ongoing	Planned for 2022/23
	Ensure completion of annual on site retreats for ES students	Asst. Principal	Sep 2021	Ongoing	Ongoing
	Include parish catechists and clergy in school retreats.	Asst. Principal, Parish Faith Formation Coordinators	Sep 2022	Ongoing	Parish FF coordinators run the school retreats
Objective 3.C	Action Steps	Assigned To	Start Date	Due Date	Status
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.	Asst. Principal	Sep 2021	Ongoing	Started but needs more emphasis
	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.	Asst. Principal	Sep 2022	Annually	Consider at the next parish ministry fair
Objective 3.D	Action Steps	Assigned To	Start Date	Due Date	Status
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, Board member.	Fall 2022	Fall 2023	No progress

Status Update: May 2022

	for the seminarian, and possible financial support for the seminarian.				
	Conduct guest vocational speeches	Deacon TBD and Board Member	Fall 2022	Ongoing	No progress
	Ensure routine prayer specifically for vocations.	Principal	Fall 2021	Ongoing	Ongoing, included in weekly petitions
Objective 3.E	Action Steps	Assigned To	Start Date	Due Date	Status
Enhance student access to the sacraments	Provide frequent opportunity for reconciliation within the school environment.	Parochial Vicar, Principal	Fall 2021	Ongoing	Ongoing
Goal 4 (or Focus Area) – Adult Faith Formation (Mission and CI)					
Objective 4.A	Action Steps	Assigned To	Start Date	Due Date	Status
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.	Religious Education Coordinator	2021/2022 School year	Ongoing	No progress
	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	No progress, may be able to use materials from Matt Kiernan
Objective 4.B	Action Steps	Assigned To	Start Date	Due Date	Status
Increase the presence and effectiveness of clergy in the school.	Identify specific opportunities and/or roles for EOL priests and deacons.	Religious Ed Coord	Sep 2022	Ongoing	Ongoing
	Consider adopting a local seminarian (See objective 3D).	See Objective 3D			No progress

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	Status
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	Ongoing, nominations for 2022/23 in progress
	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	Ongoing, nominations for 2022/23 in progress
Objective 5.B	Action Steps	Assigned To	Start Date	Due Date	Status
Dropped this Objective per May 2022 Board Meeting					

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

Objective 6.A	Action Steps	Assigned To	Start Date	Due Date	Status
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	Ongoing
	Prepare with each member of the faculty and staff an annual development plan that includes goals and action steps.	School Administration	Aug 2021	Ongoing	Ongoing
	Conduct a performance assessment with each faculty and staff member at the end of the school year.	School Administration	May 2021	Ongoing	Ongoing, occurs at end of every school year
	Implement a program that supports (included funding) leadership team, faculty and staff development through outside education, conferences etc.	Principal, Finance Committee	Fall 2021	2025	No progress
Objective 6.B	Action Steps	Assigned To	Start Date	Due Date	Status
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 PA Committee	June 2021	Annually	PA committee needs to be re-energized for next school year

Status Update: May 2022

	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 PA Committee	Fall 2021	Ongoing	No progress
	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	Ongoing but needs more emphasis
	Faculty, Staff, & Admin Team being present and available to the community at parish events, masses, and gatherings.	Principal and TBD parish member	2021	Ongoing	Ongoing but needs more emphasis
Objective 6.C	Action Steps	Assigned To	Start Date	Due Date	Status
Attract and retain quality personnel for long-term sustainability and growth of the school	Annually review teacher salaries to ensure competitiveness	Principal and Finance Committee	2021	Ongoing	Will review with board during annual budget planning
	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	See objective 7C

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	Status
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, Asst. Principal	Spring 2021	Ongoing	Ongoing
Objective 7.B	Action Steps	Assigned To	Start Date	Due Date	Status
Develop and implement a school-wide counseling program that addresses guidance and wellness.	Hire a school Counselor.	Principal	Fall 2021	Fall 2021	Complete
Objective 7.C	Action Steps	Assigned To	Start Date	Due Date	Status
Classroom instruction designed to meet the needs of all learners.	Hire a Reading/Math Intervention Specialist	Principal	Fall 2024	Fall 2024	Planned

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

Objective 8.A	Action Steps	Assigned To	Start Date	Due Date	Status
Align curriculum, instruction, and assessment for all subjects as new grades are added.	Informal and formal assessments continued throughout school year by teachers to meet the needs of all learners.	Faculty	Fall 2021	Ongoing	Ongoing
Objective 8.B	Action Steps	Assigned To	Start Date	Due Date	Status
Monitor and track students' academic growth.	Explore options for admissions testing for incoming students 1 st and up.	Principal and Enrollment director	Spring 2022	Ongoing	Initiated and Ongoing
	Utilize Measure of Academic Progress Testing (MAP) to define academic target areas and assess critical needs.	Asst. Principal and Faculty	Fall 2021	Ongoing	Initiated and Ongoing
	Provide parents with year end summary of MAP results.	Principal	Fall 2021	Ongoing	First results to be shared at end of this school year
Objective 8.C	Action Steps	Assigned To	Start Date	Due Date	Status

Dropped this objective per May 2022 Board meeting					
Objective 8.D	Action Steps	Assigned To	Start Date	Due Date	Status
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	Ongoing
Goal 9 (or Focus Area) - Programs and Services (Academic Excellence)					
Objective 9.A	Action Steps	Assigned To	Start Date	Due Date	Status
Expand Athletics and extracurricular experiences for students.	Implement the plans to expand extracurricular activities consistent with enrollment growth and student interest.	Principal, Asst. Principal	Fall 2021	2025	Numerous activities initiated incl. soccer, volleyball, basketball, chess, crossstich, creative writing, Art.
	Offer stipends to teachers who create and moderate programs	Principal	Spring 2021	Ongoing	Ongoing
	Introduce more academic competition opportunities for students (example – academic games, quiz bowl, speech and debate, odyssey of the mind, robotics club etc.)	Asst. Principal/Faculty	Fall 2021	Ongoing	Catholic school chess tournament in fall and end of this school year. Others planned for fall 2022
Objective 9.B	Action Steps	Assigned To	Start Date	Due Date	Status
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 Fall 2023	Ongoing	Propose delaying the timing
	Start a class trip program with overnight opportunities.	Asst. Principal	Fall 2021	Ongoing	Complete for 5 th grade, MS grades 2022/23 SY
Objective 9.C	Action Steps	Assigned To	Start Date	Due Date	Status
Enhance parental involvement in their student's educational experiences.	In school volunteer opportunities posted to increase awareness	Parent Association and faculty liason	Fall 2022	Ongoing	No current in school volunteer opportunities
	Create a day of service that the entire campus can participate in. (see M&C Objective 3A.)	Faculty Member	Fall 2022	Ongoing	See Objective 3A

Status Update: May 2022

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	Status
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	Initial Financial model complete. Implementing enhancements.
Objective 10.B	Action Steps	Assigned To	Start Date	Due Date	Status
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	Ongoing
	Identify and prepare key financial metrics in support of school marketing and enrollment objectives.	School Accountant, Enrollment Director	Aug 2021	Dec 2021	Ongoing
Objective 10.C	Action Steps	Assigned To	Start Date	Due Date	Status
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	Ongoing, first one published in 2021

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

Objective 11.A	Action Steps	Assigned To	Start Date	Due Date	Status
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	See Objective 6A
	Ensure salaries are reviewed annually for competitiveness with local school ISD and are within Archdiocese guidelines. Overlap with 6C	Principal	May 2021	Ongoing	See Objective 6C
	Offer Retirement Planning Information to ECS staff annually.	Principal	Sept 2021	Ongoing	ADGH manages and communicates thru the principal
Objective 11.B	Action Steps	Assigned To	Start Date	Due Date	Status
Ensure all ADGH HR requirements are met and documented.	Ensure all position descriptions are maintained up to date and descriptions are developed for new positions and communicated to the advisory board prior to recruitment.	Principal, Pastor Administrative Assistant	Sept 2021	May 2021	All updated and completed for the recent accreditation review

Status Update: May 2022

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	Status
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	In progress. Gym options being screened and estimated
Objective 12.B	Action Steps	Assigned To	Start Date	Due Date	Status
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	Ongoing
	Develop a plan for technology replacement that maintains a reasonable spending profile.	IT Director	June 2021	Ongoing	Ongoing
Goal 13 (or Focus Area) - Communications, Marketing, Enrollment and Development (Operational Vitality)					
Objective 13.A	Action Steps	Assigned To	Start Date	Due Date	Status
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	Planned
	Develop the desired enrollment profile and the strategies for achieving that profile, including retention strategies.	Marketing/Enrollment director	Sep 2022	Jan 2023	Planned
	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	Planned
	Explore options for school recognition and distinctions such as Blue Ribbon.	Principal	Sept 2022	Ongoing	Ongoing
	Identify EOL parishioners with pre elementary, elementary school aged children and proactively approach	Marketing/Enrollment Director	Jan 2023	Ongoing	Planned

Status Update: May 2022

	those families with ECS information and the benefits of a catholic education.				
	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	Planned
Objective 13.B	Action Steps	Assigned To	Start Date	Due Date	Status
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	Planned
	Achieve enrollment objectives per above.	Enrollment Director	Ongoing	Ongoing	Exceeding SP enrollment objectives.
	Grow total funds raised through the various fundraising programs by at least 20%/yr.	Development Director, Development Committee	Ongoing	Ongoing	21/22 school year fundraising only 92% of 20/21 school year.
	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	Complete, no change in goal.
	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	Collecting relevant information for transition enhancement
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	Planned
	Launch a Mom or Dad's club	Parent Association	Sept 2022	Ongoing	Planned
	Develop an Ambassador program for families and students (adopt a new family, reading buddies, etc.)	Asst. Principal	Sept 2022	Ongoing	Initiated in 2021/22 school year, needs further development
	Develop and implement summer opportunities such as day camps.	Asst. Principal, PA Rep, PE coach	Sept 2023	Ongoing	Ongoing, numerous summer camps planned for 2022 summer

Status Update: May 2022