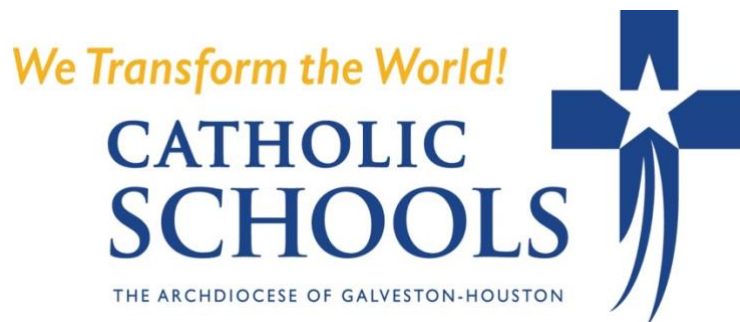


**Basis - National Standards & Benchmarks for Effective
Catholic Elementary & Secondary Schools**



2023-2028 Long-Range Strategic Plan

St. Edward Catholic School
2601 Spring Stuebner Rd.
Spring, Texas 77389





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Letter from Principal

Dear Monarch Family,

The pillars of St. Edward Catholic School are love, reason, and service. In partnership with parents, we take a holistic approach to education to nurture each student spiritually, intellectually, socially, and physically. Students graduating from St. Edward are prepared to be Catholic role models and compassionate community leaders who will shape the next generation. The strategic plan is an important tool to guide our community in the lofty endeavor of education of heart and mind and to help us prepare our students for heaven.

The Strategic Plan is the result of contributions from the Advisory Council over the past 3 years. In the fall of 2021, the School Advisory Council took on the task of reorganizing our long-range strategic plan. Through collaboration and commitment to the mission and vision of our founders they have helped create this guiding document for our community.

Ultimately, the beauty of St. Edward Catholic School lies in our students. They are hardworking, well-rounded, and committed to excellence. They are the testimony and heart of the mission of St. Edward Catholic School. They are our reason for being and the witness of the goodness happening in our community. It is our hope that this strategic plan will pave a way for continued growth for our students, families, and community.

In Christ,

Erin Makel

Erin Makel
Principal



Executive Summary

In 2021, the St. Edward School Advisory Council began reviewing and updating the Strategic Plan of St. Edward Catholic school. The council worked to bring the structure of the plan in line with the model set by the National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (NSBECS). The goal of the current Strategic Plan is to clearly define goals in the domains of Mission and Catholic Identity, Governance and Leadership, Academic Excellence, and Operational Vitality and to serve as a living document that guides our school for years to come.

School History

St. Edward Catholic School opened its doors in August of 1972 as the first Catholic school in Spring, Texas. In the inaugural year St. Edward welcomed students in grades K – 5 and in the past 50 years we have grown to a vibrant community encompassing grades PK – 8. As we culminate our 50th anniversary celebrations, we are invigorated and focused on building upon past success and renewing our commitment to service in Catholic Education through Classical Model inspiration. St. Edward Catholic School is a fully accredited parochial school in the Archdiocese of Galveston-Houston. Founded in 1972 as the oldest Catholic school in Spring, our purpose has been to provide a quality Catholic education and enable each child to reach his or her highest potential.

School Profile

St. Edward Catholic School is a fully-accredited parochial school in the Archdiocese of Galveston-Houston. Founded in 1972, the school's purpose is to provide a quality Catholic education and to enable each child to reach his or her highest potential. Our pillars are love, reason, and service and we strive to uphold those in all that we do. With high academic standards, a holistic approach to education, and a strong Catholic identity we seek to build students up for success, and most importantly, for sainthood.



Mission Statement

St. Edward Catholic School teaches students to know, love, and serve God, in partnership with parents, and prepares them to be Catholic examples for the Church community while fostering their spiritual, intellectual, physical and social development through Gospel values.

Vision Statement

To establish a community of lifelong learners built on the pillars of love, reason, and service.

Philosophy

St. Edward Catholic School is an elementary school in the Archdiocese of Galveston-Houston which provides opportunities for students to develop their potential in a Catholic environment.

The St. Edward faculty and staff are expected to serve as Christian role models for students through their interaction with students and one another and are to teach students the skills necessary to become effective adult Catholics.

Students are taught the essentials of the Catholic faith and are given opportunities to practice their faith and Catholic values. Students are challenged to develop intellectually and physically through a comprehensive curriculum.



Mission & Catholic Identity

TCCB ED Correlation: Domain I - Catholic Identity

TCCB ED Correlation: Assurances & Personnel Requirements

STANDARD 1: An excellent Catholic school is guided and driven by a clearly communicated mission that embraces a Catholic Identity rooted in Gospel values, centered on the Eucharist, and committed to faith formation, academic excellence and service.

BENCHMARKS:

- 1.1 The governing body and the leader/leadership team ensure that the mission statement includes the commitment to Catholic identity.
- 1.2 The governing body and the leader/leadership team use the mission statement as the foundation and normative reference for all planning.
- 1.3 The school leader/leadership team regularly calls together the school's various constituencies (including but not limited to faculty and staff, parents, students, alumni(ae) to clarify, review and renew the school's mission statement.
- 1.4 The mission statement is visible in public places and contained in official documents.
- 1.5 All constituents know and understand the mission.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 1: MISSION & CATHOLIC IDENTITY

Goal #1 – To increase the understanding and demonstration of the school's mission, vision, philosophy, and goals throughout our school, parish, and local communities.

- **Objective #1** – Promote mission, vision, philosophy, and goals of the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Educate members of the school and parish communities on the school's mission, vision, philosophy, and goals through discussions, actions, and publications.	Pastor, Principal, Advisory Board members	August 2023	August 2028	Institute for Catholic Liberal Education, Memoria Press, Classical Academic Press Cost: < \$1000/annually
2.	Ensure Catholic identity and school's vision, mission, philosophy, and goals are evident on the school and parish premises as well as on the school and parish website/social media.	Pastor, Principal, Communications Coordinators	August 2023	August 2028	Cost: Salary for positions of Communications Coordinators
3.	Promote the school's mission, vision, philosophy, and goals to the community at large through open events, publications, and community service.	Pastor, Principal, Pastoral Council, Communications Director, Community Service Leaders?	August 2023	August 2028	Cost: \$500/annually
4.	Integrate the school's mission, vision, philosophy, and goals into	Pastor, Principal, Faculty, Staff, Volunteers	August 2023	August 2028	



	all areas of curriculum, service, and school activities.				
5.	Create and foster partnerships with local parishes that do not have schools as well as with Frassati Catholic High School to promote the school's mission, vision, philosophy, and goals to those communities.	Pastor, Principal, Faculty, Staff, Volunteers	August 2023	August 2028	School Families who are parishioners at neighboring parishes without schools

STANDARD 1: MISSION & CATHOLIC IDENTITY

Goal #2 – Strengthen partnership between the parish and the school

- **Objective #1** – Partner with parish to create more opportunities for school-parish interaction and support

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Continue to have Pastoral Council and School Advisory Board interact at monthly meetings, working to identify, inform, and plan opportunities for joint parish/school activities, events, and involvement.	Pastor, Principal, Pastoral Council President, School Advisory Board President, Communications Director	August 2023	August 2028	Advisory board and Pastoral council members
2.	Ensure presence and active participation of priests, deacons, and religious with students with regularly scheduled activities including, but not limited to, offerings of Reconciliation, Blessing of the Doors, helping with carline, volunteering with student activities, and guest lecturing in academic and religious classes.	Pastor, Principal	August 2023	August 2028	Inform Priests of Liturgical and other school events.
3.	Actively engage with the Parish Coordinator of Children's Evangelization and Catechesis to encourage cooperation and support between the parish and the school for items including, but not limited to, faith formation, sacramental preparation, Children's Liturgy of the Word, Youth Group	Pastor, Principal, Parish Coordinator of Children's Evangelization and Catechesis	August 2023	August 2028	Department head meetings Quarterly meetings between Principal and CRE/DRE



	Activities, and Noah's Nursery.				
4.	Encourage members of the school community to participate in parish ministries, programs, and activities and encourage members of the parish to participate in school service ministry opportunities through advertisement and invitation.	Pastoral Council, Family Life Ministry, School Advisory Board, PTO, Communications Director	August 2023	August 2028	Communication of events across school and Parish publications

STANDARD 2: An excellent Catholic school adhering to mission provides a rigorous academic program for religious studies and catechesis in the Catholic faith, set within a total academic curriculum that integrates faith, culture, and life.

BENCHMARKS:

- 2.1 Religious education curriculum and instruction meets the religious education requirements and standards of the (arch)diocese.
- 2.2 Religion classes are an integral part of the academic program in the assignment of teachers, amount of class time and the selection of texts and other curricular materials.
- 2.3 Faculty who teach religion meet (arch)diocesan requirements for academic and catechetical preparation and certification to provide effective religion curriculum and instruction.
- 2.4 The school's Catholic identity requires excellence in academic and intellectual formation in all subjects including religious education.
- 2.5 Faculty use the lenses of Scripture and the Catholic intellectual tradition in all subjects to help students think critically and ethically about the world around them.
- 2.6 Catholic culture and faith are expressed in the school through multiple and diverse forms of visual and performing arts, music and architecture.
- 2.7 The theory and practice of the Church's social teachings are essential elements of the curriculum.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 2: MISSION & CATHOLIC IDENTITY

Goal #1 – Provide a rigorous academic program for religious studies and catechesis in the Catholic Faith which can be supported at home.

- **Objective #1** – Ensure that faculty and staff involved in religious instruction meet archdiocesan requirements for academic and catechetical preparation and certification to provide effective religion curriculum and instruction annually.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Participate in catechist classes and retreats to earn and maintain certifications.	Applicable faculty and staff, Religion Coordinator	August 2023	August 2028	Capernaum Cost: <\$500 annually
2.	Monitor deficiencies to ensure catechist certification requirements are met.	Principal	August 2023	August 2028	Capernaum transcripts Director of Faith formation, CSO
3.	Facilitate cooperative support between faculty/staff involved in religious instruction and	Religion Coordinator, Coordinator of Children's	August 2023	August 2028	Opportunities for Religion teachers to network with Parish Religious Education Staff



	the parish Office of Children's Evangelization and Catechesis.	Evangelization and Catechesis			
3.	Ensure faculty communicate religious education topics to parents with resources to support parent involvement in religious education.	Applicable faculty/staff, Coordinator of Children's Evangelization and Catechesis	August 2023	August 2028	

STANDARD 3: An excellent Catholic school adhering to mission provides opportunities outside the classroom for student faith formation, participation in liturgical and communal prayer, and action in service of social justice.

BENCHMARKS:

- 3.1 Every student is offered timely and regular opportunities to learn about and experience the nature and importance of prayer, the Eucharist, and liturgy.
- 3.2 Every student is offered timely, regular, and age-appropriate opportunities to reflect on their life experiences and faith through retreats and other spiritual experiences.
- 3.3 Every student participates in Christian service programs to promote the lived reality of action in service of social justice.
- 3.4 Every student experiences role models of faith and service for social justice among the administrators, faculty and staff.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 3: MISSION & CATHOLIC IDENTITY

Goal #1 – Integrate an active faith-based learning model into a strong Catholic academic curriculum which highlights Catholic ritual, reflection, and service to others.

- **Objective #1** – To integrate Catholic values and traditions into daily life.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Continue to offer and identify regular opportunities for Catholic ritual including, but not limited to, Mass, Reconciliation, and Stations of the Cross.	Pastor, Principal, Religion Coordinator	August 2023	August 2028	Liturgical Living ideas
2.	Continue to offer regular opportunities for prayer and reflection throughout the school day.	Pastor, Principal, Religion Coordinator?	August 2023	August 2028	
3.	Highlight faculty, staff, and community members who exemplify Catholic values through service and leadership in publications to the community and in presentations to the student community.	Pastor, Principal, Religious Coordinator, Communications Director, Coordinator of Children's Evangelization and Catechesis	August 2023	August 2028	Track works of mercy of the school community, identify staff members who lead works of mercy opportunities
4.	Maintain and expand a service-learning program based in social justice principles with	Pastor, Principal, Religion Coordinator, applicable	August 2023	August 2028	Calendar of Service projects



	opportunities for all ages to participate by searching out, planning, and communicating opportunities for service in the community and on campus.	faculty/staff, and student organizations			
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STANDARD 4: An excellent Catholic school adhering to mission provides opportunities for adult faith formation and action in service of social justice.

BENCHMARKS:

- 4.1 The leader/leadership team provides retreats and other spiritual experiences for the faculty and staff on a regular and timely basis.
- 4.2 The leader/leadership team and faculty assist parents/ guardians in their role as the primary educators of their children in faith.
- 4.3 The leader/leadership team collaborates with other institutions (for example, Catholic Charities, Catholic higher education, religious congregation-sponsored programs) to provide opportunities for parents/guardians to grow in the knowledge and practice of the faith.
- 4.4 All adults in the school community are invited to participate in Christian service programs to promote the lived reality of action in service of social justice.
- 4.5 Every administrator, faculty, and staff member visibly supports the faith life of the school community

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 4: MISSION & CATHOLIC IDENTITY

Goal #1 – Offer faith support and education opportunities to parents and caregivers in order aid them in fulfilling their calling as the primary faith formation educators of their children.

- **Objective #1** – Provide opportunities for parents and caregivers to grow in their faith so as to best support the faith formation of the entire family.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Actively invite parents and caregivers on campus to participate in religious activities including, but not limited to, school liturgy, Stations of the Cross, the Rosary, and Reconciliation.	Pastor, Principal, Faculty	August 2023	August 2028	Calendar of liturgical events
2.	Actively communicate opportunities for diocesan and parish-based adult faith formation to parents and caregivers of students.	Pastor, Principal, Religious Coordinator, Parish Adult Faith Formation Director, Faculty, Communications Director	August 2023	August 2028	Calendar of liturgical events, parish and school websites, Facebook and newsletters
3.	Actively communicate opportunities for diocesan and parish-based service opportunities to parents and caregivers of students.	Pastor, Principal, Religious Coordinator, Parish Adult Faith Formation	August 2023	August 2028	



		Director, Faculty, Communications Director			
3.	Offer quarterly sessions to parents and caregivers on how to support their children's faith formation.	Pastor, Principal, Religious Coordinator, Parish Adult Faith Formation Director, Faculty, Communications Director, Monarch Matriarchs, Family Life Ministry	Fall 2023	August 2028	List of community members to lead these opportunities.

Governance & Leadership

TCCB ED Correlation: Domain II - Governance, Administration & Management

TCCB ED Correlation: Assurances & Personnel Requirements

STANDARD 5: An excellent Catholic school has a governing body (person or persons) which recognizes and respects the role(s) of the appropriate and legitimate authorities, and exercises responsible decision making (authoritative, consultative, advisory) in collaboration with the leadership team for development and oversight of the school's fidelity to mission, academic excellence, and operational vitality.

BENCHMARKS:

- 5.1 The governing body, representing the diversity of stakeholders, functions according to its approved constitution and by-laws.
- 5.2 The governing body systematizes the policies of the school's operations to ensure fidelity to mission, and continuity and sustainability through leadership successions.
- 5.3 The governing body, in collaboration with or through the actions of the leader/leadership team, maintains a relationship with the Bishop marked by mutual trust, close cooperation, continuing dialogue, and respect for the Bishop's legitimate authority.
- 5.4 The governing body, in collaboration with or through the actions of the leader/leadership team, maintains a constructive and beneficial relationship with the (arch) diocesan Education Office consistent with (arch)diocesan policy pertaining to the recognition of Catholic schools by the Bishop.
- 5.5 In the case of a parish school, the governing body, in collaboration with the leader/leadership team, maintains a relationship with the canonical administrator (pastor or designee of Bishop) marked by mutual trust, close cooperation, and continuing dialogue.
- 5.6 The governing body engages in formation and on-going training and self-evaluation for itself and the leadership team to ensure the faithful execution of their respective responsibilities.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 5: GOVERNANCE & LEADERSHIP

Goal #1 – Enhance the school and parish communities' understanding of the governance and leadership roles of school.

- **Objective #1** – Define, document, and implement required roles and responsibilities of parish and school members related to governance, administration, and management of the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create an organizational chart draft that clearly outlines positions and	Pastor, Principal, School Advisory Board	August 2023	January 2024	Job descriptions



	documents responsibilities of school and parish leadership in relation to school government and leadership.				
2.	Use created organizational chart to identify potential deficits or overlaps of responsibilities and positions and work to correct through redistribution of responsibilities or position changes.	Pastor, Principal, School Advisory Board	January 2024	August 2024	Organizational chart
3.	Communicate finalized organizational chart to parish and school communities through website and publications.	Pastor, Principal, School Advisory Board, Communications Director	December 2023	January 2024, annual	

STANDARD 5: GOVERNANCE & LEADERSHIP

Goal #2 – Enhance and increase collaboration of leadership between school and parish, specifically as it relates to school governance structure and process.

- **Objective #1** – Identify and promote strategies to ensure effective collaboration between school leadership and parish leadership.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Invite leadership from Parish Ministries, Pastoral Council, and Parish Finance Committee to attend School Advisory Board meetings.	Pastor, Principal, School and Parish Leadership Groups, Communications Director	August 2023	August 2028	
2.	Invite leadership from School Advisory Board to attend relevant Parish Ministries meetings and Parish Council.	Pastor, Principal, School and Parish Leadership Groups	Ongoing	August 2028	
2.	Enhance the collaborative relationship between School leadership and Parish leadership to foster both cross-promotion and dual sponsored events.	Pastor, Principal, School and Parish Leadership Groups	Ongoing	August 2028	Opportunities for networking between these groups
2.	Establish an annual Leadership Retreat for Parish and School leadership to enhance relationships and cooperation.	Pastor, Principal, School and Parish Leadership Groups	Ongoing	August 2028	

STANDARD 6: An excellent Catholic school has a qualified leader/leadership team empowered by the governing body to realize and implement the school's mission and vision.

**BENCHMARKS:**

- 6.1 The leader/leadership team meets national, state and/or (arch)diocesan requirements for school leadership preparation and licensing to serve as the faith and instructional leader(s) of the school.
- 6.2 The leader/leadership team articulates a clear mission and vision for the school, and engages the school community to ensure a school culture that embodies the mission and vision.
- 6.3 The leader/leadership team takes responsibility for the development and oversight of personnel, including recruitment, professional growth, faith formation, and formal assessment of faculty and staff in compliance with (arch)diocesan policies and/or religious congregation sponsorship policies.
- 6.4 The leader/leadership team establishes and supports networks of collaboration at all levels within the school community to advance excellence.
- 6.5 The leader/leadership team directs the development and continuous improvement of curriculum and instruction and utilizes school-wide data to plan for continued and sustained academic excellence and growth.
- 6.6 The leader/leadership team works in collaboration with the governing body to provide an infrastructure of programs and services that ensures the operational vitality of the school.
- 6.7 The leader/leadership team assumes responsibility for communicating new initiatives and/or changes to school programs to all constituents.

GOALS, OBJECTIVES & ACTION STEPS**STANDARD 6: GOVERNANCE & LEADERSHIP**

Goal #1 – Maintain qualified leadership to implement a quality Catholic education.

- **Objective #1** – Recruit, develop, and retain qualified personnel to meet the mission, vision, philosophy, and goals of the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Maintain a competitive compensation and benefits package for staff members to be reviewed annually.	Pastor, Principal	August 2023	August 2028	Klein ISD published starting salary
2.	Offer trainings and support funding to faculty and staff to grow and develop their skill sets to enrich the educational practices of the school.	Principal	August 2023	August 2028	Title II Funds approximately 4,000 available annually
3.	Foster a supportive and collaborative school environment for administration, faculty, families, school organizations, and the parish through open communication, regularly published organizational reports and financial reports, and clear policies, procedures, and expectations.	Pastor, Principal, Administrative Staff, School Organization Leadership, Advisory Board, Communications Director	August 2023	August 2028	Advancement Committee, Surveys

STANDARD 6: GOVERNANCE & LEADERSHIP

Goal #2 – Provide a clear vision and direction for the school.



- **Objective #1** – Maintain an active and ongoing Strategic Plan that affirms the mission, vision, philosophy, and goals of the school.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create a semiannual review process for the Strategic Plan to ensure Objectives and Action Steps are being followed and met.	Principal, School Advisory Board	August 2023	Semiannual	
2.	Use Strategic Plan review process to create committees as necessary to ensure Strategic Goal fulfillment.	Principal, School Advisory Board	August 2023	Semiannual	

Academic Excellence

TCCB ED Correlation: Domain III - Curriculum, Instruction & Assessment

TCCB ED Correlation: Domain IV - Student Services & Activities

TCCB ED Correlation: Assurances & Personnel Requirements

STANDARD 7: An excellent Catholic school has a clearly articulated, rigorous curriculum aligned with relevant standards, 21st century skills, and Gospel values, implemented through effective instruction.

BENCHMARKS:

- 7.1 The curriculum adheres to appropriate, delineated standards, and is vertically aligned to ensure that every student successfully completes a rigorous and coherent sequence of academic courses based on the standards and rooted in Catholic values.
- 7.2 Standards are adopted across the curriculum, and include integration of the religious, spiritual, moral, and ethical dimensions of learning in all subjects.
- 7.3 Curriculum and instruction for 21st century learning provide students with the knowledge, understanding and skills to become creative, reflective, literate, critical, and moral evaluators, problem solvers, decision makers, and socially responsible global citizens.
- 7.4 Curriculum and instruction for 21st century learning prepares students to become expert users of technology, able to create, publish, and critique digital products that reflect their understanding of the content and their technological skills.
- 7.5 Classroom instruction is designed to intentionally address the affective dimensions of learning, such as intellectual and social dispositions, relationship building, and habits of mind.
- 7.6 Classroom instruction is designed to engage and motivate all students, addressing the diverse needs and capabilities of each student, and accommodating students with special needs as fully as possible.
- 7.7 Faculty collaborate in professional learning communities to develop, implement and continuously improve the effectiveness of the curriculum and instruction to result in high levels of student achievement.
- 7.8 The faculty and professional support staff meet (arch) diocesan, state, and/or national requirements for academic preparation and licensing to ensure their capacity to provide effective curriculum and instruction.
- 7.9 Faculty and professional support staff demonstrate and continuously improve knowledge and skills necessary for effective instruction, cultural sensitivity, and modeling of Gospel values.
- 7.10 Faculty and staff engage in high quality professional development, including religious formation, and are accountable for implementation that supports student learning.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 7: ACADEMIC EXCELLENCE

Goal #1 – Provide a distinct classical model of education aligned with relevant standards, 21st century skills, and Gospel values.



- **Objective #1** – Transition to a classical model of education.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Transition to a Catholic classical curriculum model with annual updates on the transition process.	Principal, Faculty, Staff	August 2023	August 2028	Institute for Classical Liberal Education Cost: \$650 annually
2.	Offer professional development and goal setting seminars for teachers and administrators to grow in their craft.	Principal, Faculty, Staff	August 2023	August 2028	Region 4, NWEA, NCEA Cost: \$200/FT Teacher
3.	Communicate the classical model transition and ultimate goals to the school, parish, and local community through publications, open informational sessions, and yearly updates on the transition process.	Principal, Faculty, Staff	August 2023	August 2028	Institute for Classical Liberal Education, Memoria Press, Classical Academic Press Cost: <\$1000 annually

STANDARD 7: ACADEMIC EXCELLENCE

Goal #2 – Maintain and expand recognition of the school's strengths through certification programs.

- **Objective #2** – Work to align school's performance with requirements for recognized certification programs.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Maintain status of current certifications, create timeline of applications for other certifications, and apply for appropriate certifications. (accreditations)	Pastor, Principal, School Advisory Board (committees)	January 2024	To be determined by committee	To be determined by committee

STANDARD 8: An excellent Catholic school uses 8 school-wide assessment methods and practices to document student learning and program effectiveness, to make student performances transparent, and to inform the continuous review of curriculum and the improvement of instructional practices.

BENCHMARKS:

- 8.1 School-wide and student data generated by a variety of tools are used to monitor, review, and evaluate the curriculum and co-curricular programs; to plan for continued and sustained student growth; and to monitor and assess faculty performance.
- 8.2 School-wide and aggregated student data are normed to appropriate populations and are shared with all stakeholders.
- 8.3 Faculty use a variety of curriculum-based assessments aligned with learning outcomes and instructional practices to assess student learning, including formative, summative, authentic performance, and student self-assessment.
- 8.4 Criteria used to evaluate student work and the reporting mechanisms are valid, consistent, transparent, and justly administered.
- 8.5 Faculty collaborate in professional learning communities to monitor individual and class-wide student learning through methods such as common assessments and rubrics.



GOALS, OBJECTIVES & ACTION STEPS

STANDARD 8: ACADEMIC EXCELLENCE

Goal #1 – Use school-wide assessment methods and practices to document student learning and program effectiveness so as to inform the continuous review of curriculum and the improvement of instructional practices.

- **Objective #1** – Provide demonstrable growth for all students through use of a variety of assessment tools to chart and inform student progress.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Evaluate, select, and maintain up-to-date resources and textbooks for classroom use.	Principal, Instructional Specialist, Counselor	August 2023	August 2028	
2.	Publish assessment data to all stakeholders.	Principal, Instructional Specialist, Counselor	August 2023	August 2028	
3.	Provide training to faculty and staff on assessment methods yearly.	Principal, Instructional Specialist, Counselor	August 2023	August 2028	NWEA Cost: \$1000 annually
4.	Provide informational sessions to parents and caregivers on assessment methods, results, and interpretations yearly.	Principal, Instructional Specialist, Counselor	August 2023	August 2028	
5.	School administrators and teachers will collaborate on analysis of NWEA MAP data with the aim of guiding instruction and developing individual learning plans.	Administration and Faculty, Instructional Specialist, Counselor	August 2023	August 2028	

STANDARD 9: An excellent Catholic school provides programs and services aligned with the mission to enrich the academic program and support the development of student and family life.

BENCHMARKS:

- 9.1 School-wide programs for parents/guardians provide opportunities for parents/guardians to partner with school leaders, faculty, and other parents/guardians to enhance the educational experiences for the school community.
- 9.2 Guidance services, wellness programs, behavior management programs, and ancillary services provide the necessary support for students to successfully complete the school program.
- 9.3 Co-curricular and extra-curricular activities provide opportunities outside the classroom for students to further identify and develop their gifts and talents and to enhance their creative, aesthetic, social/emotional, physical, and spiritual capabilities.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 9: ACADEMIC EXCELLENCE

Goal #1 – Provide a school culture which will enrich students' academic experiences, faith formation, and overall development of student and family life through offerings of co-curricular and extra-curricular activities.

- **Objective #1** – Maintain a safe, welcoming, and supportive school environment.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
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1.	Annually review, update, and distribute emergency plans.	Principal, Counselor, Nurse, Facilities Manager	August 2023	August 2028	CSO Risk management office, Klein ISD Police department, Fire Marshall
2.	Annually communicate Safe Haven requirements to all school and parish families and ensure all adults in contact with students are Safe Haven compliant.	Principal, Safe Haven Coordinator	August 2023	August 2028	
3.	Continue to provide counseling services on campus to help students with emotional and behavioral regulation.	Counselor	August 2023	August 2028	

STANDARD 9: ACADEMIC EXCELLENCE

Goal #1 - Provide a school culture which will enrich students' academic experiences, faith formation, and overall development of student and family life through offerings of co-curricular and extra-curricular activities.

- **Objective #2** – Provide robust and well-rounded offerings of co- and extra-curricular activities based on student interest supported by volunteers from the school and parish community.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Annually, assess students' and families' interests to determine co- and extra-curricular offerings.	Principal, Organizational Volunteers	August 2023	August 2028	
2.	Advertise available co- and extra-curricular volunteer positions to the school and parish community.	Pastor, Principal, Communications Director	August 2023	August 2028	
3.	Provide financial support (e.g., stipends, salaries) to co- and extra-curricular lead volunteers.	Principal	August 2023	August 2028	
4.	Work toward building student participation in co- and extra-curricular programs to 75%.	Principal, Organizational Volunteers, Athletic Director, Booster Club	August 2023	August 2028	

Operational Vitality

TCCB ED Correlation: Domain V - Plant & Facilities

TCCB ED Correlation: Assurances & Personnel Requirements

STANDARD 10: An excellent Catholic school provides a feasible three to five year financial plan that includes both current and projected budgets and is the result of a collaborative process, emphasizing faithful stewardship.

BENCHMARKS:

- 10.1 The governing body and leader/leadership team engage in financial planning in collaboration with experts in nonprofit management and funding.



- 10.2 Financial plans include agreed-upon levels of financial investment determined by the partners involved who may include but are not limited to parishes, dioceses, religious orders, educational foundations, the larger Catholic community, and responsible boards.
- 10.3 Financial plans define revenue sources that include but are not limited to tuition, tuition assistance/scholarships, endowment funds, local and regional partnerships, public funding, regional cost sharing, (arch)diocesan and/or religious communities' assistance, foundation gifts, entrepreneurial options and other sources not listed.
- 10.4 Financial plans include the delineation of costs for key target areas such as instruction, tuition assistance, administration, professional development, facilities, equipment, technology, program enhancement/expansion, capital projects and other planned projects.
- 10.5 Current and projected budgets include a statement of the actual and projected revenue sources, indicating an appropriate balance among revenue sources, and a statement of actual and projected expenditures including the actual cost per child, benchmarked compensation/salary scales, and other health benefits and retirement costs.
- 10.6 Financial plans include educational materials for distribution to all members of the community explaining the total cost per child and how that cost is met by identifying the percentage of cost that is paid for by tuition and the remaining amount of cost that is supported by other sources of revenue.
- 10.7 The governing body and leader/leadership team provide families access to information about tuition assistance and long-term planning for tuition and Catholic school expenses.
- 10.8 The governing body and leader/leadership team ensure that appropriately developed financial plans and budgets are implemented using current and effective business practices as a means of providing good stewardship of resources.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 10: OPERATIONAL VITALITY

Goal #1 – Create, maintain, and communication a 3-5 year financial plan and annual budget which is the result of a collaborative process and emphasizes faithful stewardship.

- **Objective #1** – Allocate resources in support of the school's mission, vision, philosophy, and strategic plan.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Develop the annual Budget, next year's financial Plan, and the 2-year Outlook simultaneously each year.	Pastor, Principal, Business Manager, Advisory Board, Finance Committee	August 2023	August 2028	
2.	Collaborate with finance committee/stakeholders regarding major expenditures	Pastor, Principal, Business Manager	August 2023	August 2028	
3.	Annual budget review process should confirm that expenditures support mission, vision, philosophy, and strategic plan of the school.	Pastor, Principal, Finance Committee	August 2023	August 2028	

STANDARD 10: OPERATIONAL VITALITY

Goal #1 - Create, maintain, and communication a 3-5 year financial plan and annual budget which is the result of a collaborative process and emphasizes faithful stewardship.



- **Objective #2** – Communicate annually the school's financial health to its stakeholders in the parish and school community.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create yearly financial report	Pastor, Principal, Business Manager, Development/ Advancement Director Finance Committee	August 2023	First Quarter of Academic Year (Annually)	
2.	Publish the yearly financial report on the school website, in the church bulletin, and in the school newsletter.	Communications Coordinator	August 2023	First Quarter of Academic Year (Annually)	

STANDARD 10: OPERATIONAL VITALITY

Goal #1 - Create, maintain, and communicate a 3-5 year financial plan and annual budget which is the result of a collaborative process and emphasizes faithful stewardship.

- **Objective #3** – Research and develop alternative sources of revenue, outside of tuition, to maintain the school's fiscal health.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Maintain and actively build an annual Monarch Fund campaign, making sure to recognize donors yearly.	Pastor, Principal, Business Manager, Development/Advancement Director, Finance Committee	August Annually	June Annually	\$2000.00
2.	Research, develop, and implement a plan to conduct an introductory interest survey for new school building Capital Campaign.	Pastor, Principal, Communications Coordinator, Advisory Board	August 2023	May 2024	

STANDARD 11: An excellent Catholic school operates in accord with published human resource/personnel policies, developed in compliance with (arch)diocesan policies and/or religious congregation sponsorship policies, which affect all staff (clergy, religious women and men, laity and volunteers) and provide clarity for responsibilities, expectations and accountability.

BENCHMARKS:

- 11.1 Human resource programs are professionally staffed at the appropriate level (i.e. central office, school office) and ensure full compliance with human resource policies.
- 11.2 Human resource policies delineate standards for position descriptions including staff responsibilities and qualifications, hiring, compensation, and benefits, as well as standards for professional development, accountability, succession planning and retirement.
- 11.3 Human resource policies ensure that competitive and just salaries, benefits, and professional growth opportunities are provided for all staff.
- 11.4 Human resource policies ensure that institutional planning includes investment in personnel growth, health care and retirement.

GOALS, OBJECTIVES & ACTION STEPS**STANDARD 11: OPERATIONAL VITALITY**



Goal #1 – Recruit, develop, retain, and support qualified personnel committed to the mission, vision, philosophy, and goals of the school.

- **Objective #1** – Expand and enhance professional development training and continuing education for faculty, staff, and administration.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create an Annual Staff Development Plan providing expectations of, information regarding, and support for professional and spiritual development opportunities for faculty and staff.	Principal, Faculty leaders	August 2023	August 2028	
2.	Develop a reporting method for those attending professional development to both share insights with other faculty and staff and to develop actions plans resulting from said professional development.	Principal, Faculty leaders	August 2023	August 2028	

STANDARD 11: OPERATIONAL VITALITY

Goal #1 - Recruit, develop, retain, and support qualified personnel committed to the mission, vision, philosophy, and goals of the school.

- **Objective #2** – Establish and implement a teacher pay scale and benefits package designed to attract and maintain qualified teachers.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Annually evaluate current salaries against the upcoming year salary.	Pastor, Principal, Finance Council, School Advisory Board	July 2023	Annually	
2.	Hold informational sessions for teachers explaining pay scale and benefits package while also asking teachers about their preference in these areas to report to the archdiocese.	Principal	August 2023	August 2028	
3.	Increase the number of in-classroom positions extended to	Principal	August 20223	August 2028	



	academically qualified nuns.				
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STANDARD 12: An excellent Catholic school develops and maintains a facilities, equipment, and technology management plan designed to continuously support the implementation of the educational mission of the school.

BENCHMARKS:

- 12.1 The school's facilities, equipment, and technology management plan includes objectives to support the delivery of the educational program of the school and accessibility for all students.
- 12.2 The school's budget supports facilities, equipment, and technology management with specific funds for capital improvements, depreciation, and replacement.
- 12.3 The school's purchasing, and physical and technological improvements are, by design, done in alignment with the mission and the school's planning and curricular goals, and consistent with environmental stewardship.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 12: OPERATIONAL VITALITY

Goal #1 – Ensure the school continues to develop and maintain its facilities, equipment, and technology so as to support the implementation of school's educational mission over time.

- **Objective #1** – Create, maintain, and communicate a Facilities, Equipment, and Technology Management plan designed to support the implementation of the educational mission of the school

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Create the Facilities, Equipment, and Technology Management Inventory within a central repository that allows all information to be tracked and planned for over time.	Pastor, Principal, School Advisory Board, Facilities Director, Technology Director, Facilities Manager	August 2023	July 2024	IT Consultant
2.	Create and maintain a budget for maintenance and improvement of facilities, equipment, and technology.	Pastor, Principal, School Advisory Board, Finance Committee, IT Consultant, Facilities Manager	August 2023	July 2024	
3.	Develop a feasible timeline in which to update campus facilities, equipment, and technology in order to meet the practical needs of a 21 st century education and to support the implementation of the educational mission of the school.	Pastor, Principal, School Advisory Board, Finance Committee, Facilities Manager, Technology Director	August 2023	July 2024	

STANDARD 12: OPERATIONAL VITALITY

Goal #1 - Ensure the school continues to develop and maintain its facilities, equipment, and technology so as to support the implementation of school's educational mission over time.



- **Objective #2** – Take the necessary preparations over the course of the next 5 years to begin construction on a new school building to benefit both students of St. Edward Catholic School and the catechesis and evangelization programs of St. Edward Catholic Parish.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Consult with stakeholders to create plan and timeline for construction of new school building to begin construction by 2027.	Pastor, Principal, School Advisory Board	August 2023	May 2024	

STANDARD 13: An excellent Catholic school enacts a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

BENCHMARKS:

- 13.1 The communications/marketing plan requires school leader/leadership team and staff person(s) to insure the implementation of contemporary, multiple information technologies to reach targeted audiences, and to establish reliable and secure databases and accountability to stakeholders.
- 13.2 The enrollment management plan requires the governing body to review and the school leader/leadership team to supervise annual and continuous measurement and analysis of both enrollment and retention patterns for all student groups.
- 13.3 The development plan requires school leader/leadership team, in collaboration with the governing body, to insure that key strategies are in place to identify, grow and maintain significant funding prospects, including alumni(ae), over time and when appropriate.

GOALS, OBJECTIVES & ACTION STEPS

STANDARD 13: OPERATIONAL VITALITY

Goal #1 – Enact a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

- **Objective #1** – Create advancement/development leadership to promote and market the mission of the parish and the school to current families, potential families, and the community at large.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
1.	Hire a part-time advancement/development director	Pastor, Principal	August 2023	August 2024	Salary of position
2.	Hire a part-time communications director	Pastor, Principal	August 2023	August 2024	Salary of position
3.	Develop School Advisory Board Committee to support advancement/development leadership and the communications director in their plans for development and marketing of the school	School Advisory Board	August 2023	August 2024	

STANDARD 13: OPERATIONAL VITALITY

Goal #1 - Enact a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

- **Objective #2** – Increase overall school enrollment to 275 within the 5-year scope of this plan.

Step #	Action Step	Assigned To	Start Date	Due Date	Resources, Including Cost
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1.	Enhance strategies to communicate and promote the school to the parish.	Pastor, Principal, Advisory Board, Communications Director	August 2023	August 2028	Community calendars and publications
2.	Enhance strategies to communicate and promote the school to the greater community.	Pastor, Principal, Advisory Board, Communications Director	August 2023	August 2028	Events to showcase student talent and achievements
3.	Build partnerships with parishes in the area which do not have schools.	Pastor, Principal, Advisory Board, Communications Director	August 2023	August 2028	School families who are parishioners at neighboring parishes
4.	Develop, create, and support refreshed marketing plan.	Pastor, Principal, Advisory Board, Communications Director	August 2023	August 2028	
5.	Create a retention plan based on open communication with and consistent evaluation by current families regarding their educational experience at the school.	Pastor, Principal, Advisory Board, Communications Director	August 2023	August 2028	Annual School Surveys and end of year school address to parents