



CALVARY EPISCOPAL SCHOOL STRATEGIC PLAN 2013 – 2018

MISSION STATEMENT AND PHILOSOPHY

Calvary Episcopal School fosters the development of the whole child in a Christian environment, models respect for others and encourages a love of learning through a sense of joy and wonder in all God's works.

Our school operates with the philosophy that children experience the joy of learning when they are provided with a safe, loving, happy, non-discriminating environment and qualified, caring teachers. We are a parish day school of Calvary Episcopal Church and maintain an close relationship with its Rector, The Reverend Lisa Hines, its Vestry, and Congregation. Children of all religions are welcome at our school where their academic, physical, emotional and social growth is nurtured in developmentally appropriate programs. The Southwestern Association of Episcopal Schools has identified our faculty as being outstanding. Our teachers, the administration, the children's parents and the Board of Trustees are dedicated to providing every student with a childhood educational experience that prepares them for the challenges of life after graduation.

THE HISTORY OF CALVARY EPISCOPAL SCHOOL

Calvary Episcopal School (CES) began as a preschool for children ages 2, 3 and 4 years old in 2002 in the Church Annex Building. It was immediately identified by Bastrop parents as a loving and supportive place where children could begin their formal education. In 2003 members of Calvary Episcopal Church working with The Reverend

Matt Zimmermann, the Vestry, and the Board of Trustees received authorization from the Bishop of Texas to become an Episcopal Day School. School By-laws were established. In 2006, the parents at CES, recognizing the need for additional education opportunities in Bastrop, worked with the Board to establish kindergarten. The kindergarten class doubled in size, and in 2008 The Southwestern Association of Episcopal Schools accredited CES, recognizing its exceptional fourteen teachers. Candace Grigsby and Delphine Phillips served as Heads of School during these exciting early days. Calvary Episcopal Church provided additional church buildings for school use and supported the school in its decisions for future growth.

By 2010 the school enrolment was at capacity, and there was a decision to open a first grade. Glennie Burgess became the interim Head of School and in 2012 accepted the position of permanent Head of School. In 2011, the School Board and Vestry approved plans for the development of Second Grade in 2011, Third Grade in 2012 and Fourth Grade in 2013. A Future Growth and Expansion committee (FGE) with representation from the Board, the Vestry, and CES parents was developed in 2011. It initiated a study of a possible school expansion on the Church's Spring Street properties by the architectural firm of Steinbomer and Associates. Under the guidance of the FGE committee and with approval of the Vestry, space for the Third and Fourth Grades was developed in the parish Community Life Center and in a Modular building next to the School building.

In 2012, CES was offered fifteen acres of land to develop a second campus in the XS Ranch Planned Community. The Board has declared its interest and the FGE committee will further explore this opportunity with John Landwehr, manager of the XS development.

THE FUTURE OF CALVARY EPISCOPAL SCHOOL

Calvary Episcopal school has become a flourishing young institution for primary education. It endeavors to maintain its values as a Christian place for exemplary educational opportunity. It will address issues of future growth and expansion with informed and prayerful decisions.

Calvary Episcopal School's Strategic Plan has been formulated after studying the responses to a Parent Survey and the observations of Board members following two board retreats on December 1, 2012 led by Jeannie Stark, Head of Good Shepherd Episcopal School in Austin, and on April 20, 2013 led by Lisa Chavez, president of the

Board of Trustees of Calvary Episcopal School. The Plan includes six goals that define our priorities and needs for the next three years with respect to the Needs of CES, Episcopal and School Identity, CES Programs, Buildings and Facilities, Communication and Financial Stability, which define our goals and priorities for the next three to five years.

**GOAL ONE: COMMUNITY DEVELOPMENT TO IDENTIFY
AND ADDRESS THE NEEDS OF TEACHERS, PARENTS,
STUDENTS, ADMINISTRATION and BOARD OF TRUSTEES OF
CALVARY EPSICOPAL SCHOOL.**

Initiatives for implementation:

For Teachers:

- Provide 5% of budget for professional development. The designated time requirement is 24-30 hours/year of enrichment classes. These should emphasize training in technology, experimental learning and advances in teaching techniques.
- Provide teacher salaries and benefits (health and pension) equivalent to 85-90% of that provided by BISD for its teachers.

For Parents:

- Support and encourage CAP (Calvary Association of Parents).
- Involve parents and other family members, especially grandparents, in school activities.
- Maintain easy accessibility between parents and teachers.
- Involve parents in discussions regarding school goals and tuition costs with regular surveys.

For Students:

- Increase student diversity by advertising CES to the community.

- Make financial assistance available for 15-20% of students.

For Administrative Staff:

- Provide adequate personnel and compensation for administrative staff.
- Address the possible need for an Assistant Head of School and a Business Manager.

For Board of Trustees.

- Maintain honest communication among Head of School, Teachers and Board to identify and alleviate stressful problems.
- Value and enhance good relations with Calvary Episcopal Church.
- Delegate initial investigations regarding Capital Expenses to the FGE committee.
- Explore a re-organization of the Board of Trustees with regards to numbers of members and the formation of committees with non-board members.
- Rededicate the Board to its role in hiring and supporting the HOS, creating school policy and securing financial security for the School.
- Support the Marketing Committee in the development of a school crest, website, Facebook presence, and school brochures.
- Develop regular communication between School Board and Vestry.

GOAL TWO: EPISCOPAL AND SCHOOL IDENTITY

TO WITNESS TO AND SUPPORT THE VALUES OF CALVARY EPISCOPAL SCHOOL.

Initiatives for implementation:

- Promote Christian values in daily Chapel, Godly Play, and follow the Golden Rule in personal interactions.
- Involve the Faculty in chapel services, SAES conferences and dress code.
- Introduce dress code to students.
- Teach students the significance of the school motto.
- Develop a school song.
- Introduce parents to the school traditions and values at Orientation.
- Involve the Board members in school activities.
- Maintain SAES accreditation and academic excellence.

GOAL THREE: PROGRAM

TO ESTABLISH AND MAINTAIN PROGRAMS OF QUALITY IN THE CLASS AND IN AFTER CARE

Initiatives for implementation:

- Aim to provide national standards in the curriculum.
- Aim to make the courses of study comprehensive and continuous year to year with defined objectives at the end of each year.
- Focus on teaching to develop imagination, curiosity and experimentation.
- Improve resources in computer sciences and technology.

- Provide resources and advisors for professional development so that teachers can review and renew their curriculum and teaching skills.
- Provide individual reports and assessments for each child and the parents.
- Work on school enrichment programs with field trips to museums, concerts, and galleries and through community out-reach events.
- Develop school committees for governance so that there will be an orderly management of time, children's behavior, emergency readiness, special events, car pools, and continuing guidance following chapel and Godly Play.
- Maintain a nurturing environment with appropriate student/teacher ratios.

GOAL FOUR: BUILDING AND FACILITIES

TO IDENTIFY SCHOOL BUILDINGS AND FACILITIES AND TO DEVELOP A PROGRAM FOR THEIR REPAIR, MAINTENANCE, POSSIBLE REPLACEMENT and ENLARGEMENT

Initiatives for implementation:

Calvary Campus:

- Focus on providing school safety (fire, traffic, emergency).
- Provide appropriate spaces for classrooms and administrative offices in a welcoming environment.
- Understand the crisis management program.
- Be vigilant about security procedures.
- Continue with facility and grounds maintenance. Consider formalizing a Shared Use Agreement with Calvary Episcopal Church.

- Develop plans for building and facility short and long term repair, maintenance and replacement.
- Complete plans with the Church and the Future Growth and Expansion committee to provide modular building for Grade Four.
- Define with the Church and the FGE the requirements required to provide adequate space and resources for sports, music, art, language, library and computer science.
- Define with the Church and the Future Growth and Expansion committee plans for the future growth of the preschool classes for each grade.

XS Ranch Campus:

- Empower FGE committee with authority to explore the possibility of expanding onto an XS Ranch campus.

GOAL FIVE: COMMUNICATIONS

TO DEVELOP BETTER COMMUNICATIONS WITHIN THE VARIOUS CONSTITUENCIES OF CES AND WITH THE BASTROP COMMUNITY.

Initiatives for implementation:

- Continue to communicate with parents and CAP through newsletter.
- Have board members participate more in school and CAP activities.
- Communicate regularly with Vestry.
- If the XS Ranch campus is developed, provide an emergency system to link the two campuses.

GOAL SIX: FINANCIAL STABILITY

(This addresses the finances involved with the Schools' *Operational Budget*. The *Capital expenses* will be moderated by the FGE committee). **TO DETERMINE THE TUITION REQUIRED TO FUND 85%-90% OF CES OPERATIONAL COSTS CALCULATED TO ENSURE IDEAL OPERATIONS**

Initiatives for implementation:

- Determine the operational costs of CES as recorded for the past five years.
- Estimate the additional cost of attaining the goals of the Strategic plan:
 1. Providing teacher salaries and benefits equivalent to 85-90% BISD salaries and benefits and a additional faculty needed for school growth.
 2. Providing 5% of budget for Professional Development.
 3. Providing tuition assistance for 10-20% of Calvary students.
 4. Providing adequate compensation to administrative staff. This should include added administrative staff needed for school growth.
 5. Providing additional support to the Marketing Committee budget.
 6. Providing additional resources for technology and computer science.
 7. Providing additional resources for enrichment programs.
 8. Providing resources for estimated costs of repair, maintenance and replacement of facilities.
 9. Providing cost of Insurance for new buildings(modular) and possibly for new campus site and buildings.
 10. Providing resources to support enrichment classes in sports, music, art, language, library and computer sciences.
 11. Consider capital initiatives to be developed by FGEC.

This involves:

A. Creating a Capital Committee to conduct study regarding the development of the XS Ranch Campus.

B. Identifying an architectural firm to initiate planning studies.

C .If recommended, establishing a Capital Funds Committee for Calvary Episcopal School.

Capital Costs to be recommended by FGE.

- Provision of resources to modify space and provide facilities for increased numbers of preschool students at the Spring Street Campus