



CALVARY EPISCOPAL SCHOOL

STRATEGIC PLAN 2017 – 2021

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, nurturing, non-discriminating environment and qualified, caring teachers. We are a parish day school of Calvary Episcopal Church and maintain a close, mutually respectful 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. Our School motto, *Terras Irradiant*, translates to "Let them give light unto the world." We draw this philosophy from our guiding scripture: *You are the light of the world. A city on a hill cannot be hidden. Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it gives light to everyone in the house. In the same way, let your light shine before men, that they may see your good deeds and praise your Father in Heaven. Matthew 5:14 – 16*

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 enrollment was at capacity, and there was a decision to open a first grade. Glennie Burgess became the interim Head of School. In 2012, she accepted the position of permanent Head of School. The school redefined the Pre-K program as PK3 and PK4. The Board of Trustees and Vestry approved plans for the development of second grade in 2011, third grade in 2012, fourth grade in 2013, fifth grade in 2014, and a sixth grade in 2016. 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 2016, a parishioner and (then) board member offered a five-year rental agreement at a reduced rate to build three new classrooms with storage and room to expand. The school invested in modifications to create classrooms and bathrooms in this satellite campus. We placed the fifth and sixth grades in the satellite campus with plans to move fourth grade from the main campus in the 2017-18 school year.

Meanwhile, the school has explored three land offerings to build a large permanent campus. The school administration and board of trustees continues to be vigilant in maintaining the Episcopal school identity and desires to continue to cultivate a close relationship with the parish and church leadership.

Calvary Episcopal School has offered Spanish, art, music, physical education and drama as special courses in order to remain competitive with other schools. The school plans to expand a technology program, and many of our students have access to learning tablets.

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 conclusions of two board retreats. The first, led by Jeannie Stark, Head of Good Shepherd Episcopal School in Austin, was held in December of 2012. The second was held in April of 2013 and led by the board president, Lisa Chavez. As a result of these retreats, the board collectively created a strategic plan. Factoring data from multiple parent surveys and from the retreats, the board created a plan that includes six goals that defines our priorities and needs in three-year increments with respect to the needs of CES:

- Community Development
- Episcopal/School Identity
- CES Program Development
- Buildings and Facilities
- Communication
- Financial Stability

In 2017, the executive committee modified the strategic plan to reflect the goals for 2017-20. During the 2017-18 school year, Calvary Episcopal School will submit to the 10 year SAES reaccreditation process. Board officers and administrative staff will work together under SAES guidelines for support. The accreditation visit with SAES designees will occur in January of 2018.

GOAL ONE: COMMUNITY DEVELOPMENT

TO IDENTIFY AND ADDRESS THE NEEDS OF TEACHERS, PARENTS, STUDENTS, ADMINISTRATION and BOARD OF TRUSTEES OF CALVARY EPISCOPAL SCHOOL.

Initiatives for implementation:

For Teachers:

- Provide 5% of budget for professional development and 24-30 hours/year of enrichment classes with an emphasis on 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. Some of our inclusion methods include Grandparents Day, the Christmas programs, Moms and Muffins, Dads and Donuts, and graduation ceremonies for kindergarten and sixth grade.
- Maintain easy accessibility between parents and teachers. Teachers are encouraged to submit weekly newsletters to the parents.
- Involve parents in discussions regarding school goals with regular surveys. We also have a yearly parent meeting in January.

For Students:

- Increase student diversity by advertising CES to the community.
- Make financial assistance available for 10-15% of students.

For Administrative Staff:

- Provide adequate personnel and compensation for administrative staff.
- Monitor the changing staffing needs for proper school administration.
- Expansion of administrative staff (accounting, development, administration).

For Board of Trustees.

- Maintain open communication among head of school, teachers, and board of trustees 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.
- Board maintains its role in hiring and supporting the head of school, creating school policy, and securing financial security for the school.
- Support the school's marketing committee in continued communication via website, social media, and publications.
- Maintain regular communication between school board and vestry.
- Committee on Trustees - Create a running list of potential board members and maintain the SAES mandated ratio of parishioners and non-parishioners.
- Future Growth and Expansion Committee – Maintain a balance of board, parent, and church leadership representation as the committee performs initial due diligence in expansion opportunities.
- Capital Campaign Committee - Maintain a balance of board, parent, and church leadership representation as the committee creates a foundation for a capital campaign while creating and creating a running list of potential donors.

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 and in Godly Play, and follow the Golden Rule in personal interactions.
- Involve the faculty in chapel services and SAES conferences.
- Teach students the significance of the school motto.
- Introduce parents to the school traditions and values at school orientation.
- Involve the board members in school activities.
- Maintain SAES accreditation and academic excellence.
- Support commitment to service to others and equity and justice.
- Promote authentic hospitality and inclusion.

GOAL THREE: PROGRAM DEVELOPMENT

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

Initiatives for implementation:

- Update curriculum in order to exceed national curriculum standards and facilitate a rigorous, well rounded, challenging educational program.
- 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, healthy risk taking, 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 to the parents.
- Work on school enrichment programs with field trips to museums, concerts, and galleries and through community involvement events.
- Develop school committees to oversee policies developed by school governance so that there will be an orderly management of time, children's behavior, emergency readiness, special events, car pools, and discipline consistent with our mission statement and philosophy.
- 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:

Main and Satellite 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 protocol and 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.
- Extend our permit for the modular building.
- Define with the Church and the FGE the requirements 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 and kindergarten classes with the option of expanding other grades if needed.
- Implement playfield, outdoor area at the satellite campus, and playground improvements.

Land Options:

- In recent years, the school has been approached to consider parcels of land on which to build a permanent campus. The board of trustees continues to evaluate and communicate with land owners about the long-term plan.

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.
- Maintain the emergency text program that was implemented in 2015.
- Have board members participate more in school and CAP activities.
- Communicate regularly with vestry.
- Provide an emergency communication protocol between the main and satellite campuses.

GOAL SIX: FINANCIAL STABILITY

TO DETERMINE THE TUITION INCOME REQUIRED TO FUND 85%-90 OF CES OPERATIONAL COSTS CALCULATED TO ENSURE IDEAL OPERATIONS.

(This addresses the finances involved with the School's *Operational Budget*. The *Capital expenses* will be moderated by the FGE and Capital Campaign committees.)

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 additional faculty needed for school growth.
 2. Providing 5% of budget for professional development.
 3. Providing tuition assistance for 10-15% 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 programs.
 8. Providing resources for estimated costs of repair, maintenance and replacement of facilities.
 9. Providing cost of insurance for new buildings (modular and satellite campus) and possibly for future campus site.
 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 a PK-8th grade campus.
- B. Continuing the work we have initiated with architects to develop a long-range campus.

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.