



# STRATEGIC PLAN

## 2016–2022



Know the Difference.



Dear STE Community,

Our mission statement, “forming honorable men and women through a classical education grounded in a Christ-centered world view” remains the core guiding principle of our school. In October 2015, the Saint Thomas’ Episcopal School Board sought input through a series of questionnaires to parents, faculty, staff, and school board members regarding the direction, needs, and areas of concern that impact the alignment of our mission.

Using this information, Walker Buckalew, a consultant with Independent School Management, and others from the STE community worked diligently to develop a six-year strategic plan. The plan’s purpose is to ensure the school’s long-term viability by strategically thinking about the school’s finances, governance, management, organizational structure, and physical facilities.

**The following emerged as major themes from a thorough examination and discussion of the survey:**

- Enhance the school’s marketing platform
- Continue the development of a growth-focused faculty and student-engaged academic culture of the highest quality
- Create a campus master plan with the help of school planners and architects
- Remodel the organizational structure of the school board to further the advancement of strategic initiatives
- Bolster STE’s fundraising capacity (internal and external) in anticipation of an STE capital campaign focused on implementing the initial phase of the campus master plan

These themes are woven into the six-year plan. We hope as you review the six-year plan that you embrace the strategic objectives outlined in this booklet; while we continue to focus on the school’s immediate needs, we are also committed to ensuring the school’s future.

Every day we are reminded that each student is a precious gift from God, and we are truly humbled you trust us to help develop your child with a timeless Christian, classical education. We remain steadfast in our mission and promise to deliver the best educational experience to our students.

The objective of this plan is to ensure we deliver the promise!




*(The Rev’d) David O. Browder*  
STE Rector and School Board President



*Michael F. Cusack, Jr., ‘78*  
Headmaster





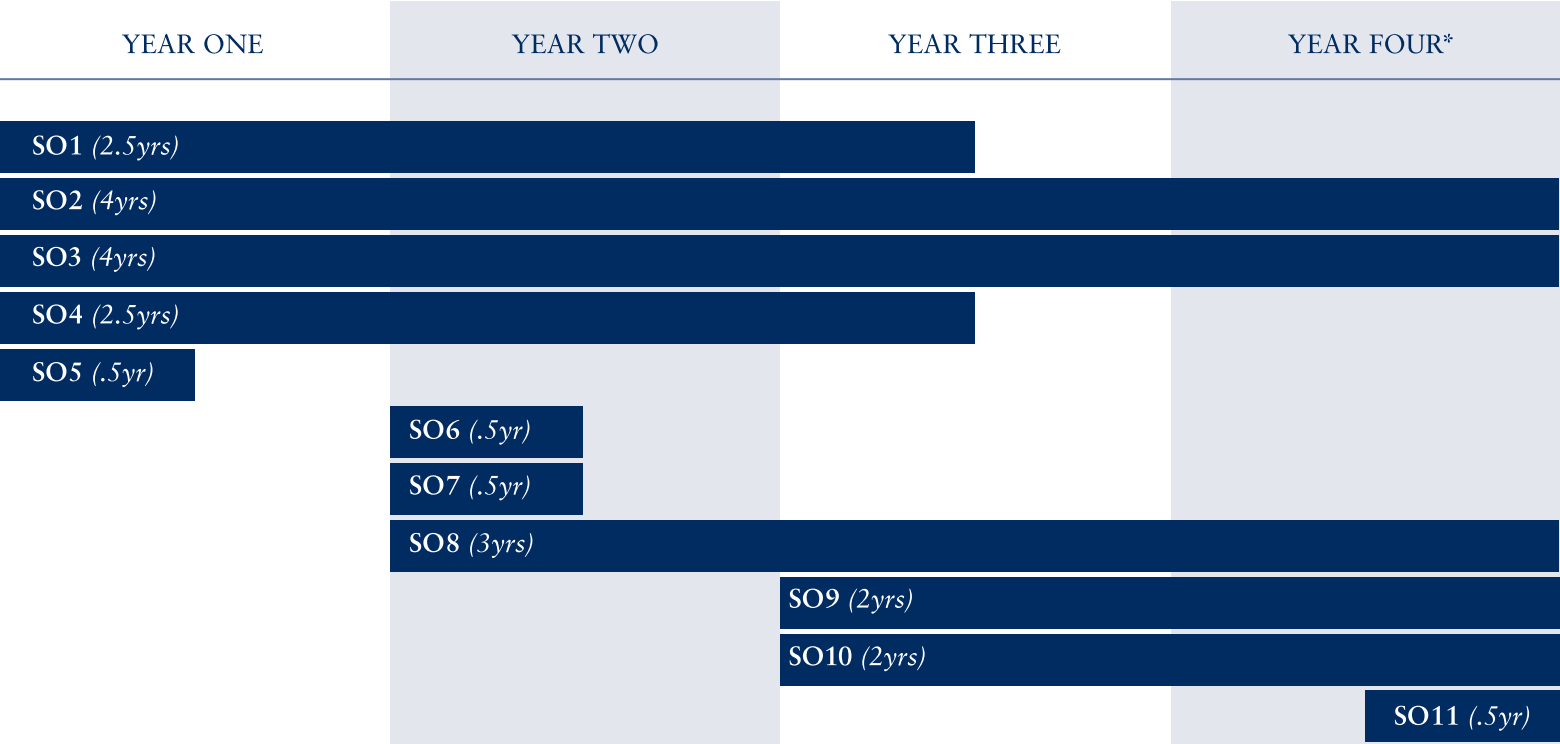
A strategic plan is a document that serves to inform the school community of strategic objectives and initiatives adopted by the school leadership that are intended to strengthen the school and chart its course for the future. This booklet is a distillation of STE's new strategic plan. It is not a static document. As you read through the objectives for each year, be reminded that their implementation will depend on the work of the school's many constituent elements – School Board, Headmaster and Administration, faculty, parents, and alumni. While some objectives are to be completed within a given year, other objectives are intended to be multiyear efforts, i.e., campus master planning. Finally, the intent of this strategic plan is not to communicate every school objective; there are many fundamental aspects of running the school on a daily basis. However, it is intended to publicize high-level (strategic) directional objectives that will chart the ongoing vision for STE.

This strategic plan sets objectives for a six-year period. The implementation process is such that each objective will have one or more initiatives (projects) identified that are necessary to achieve the goal/target of the objective. The objectives for a given year will be assessed within that year based on the target set. Financial strategic objectives are also a major part of the plan, for without a sound financial footing, any other objectives and goals are moot.

Community-wide surveys will continue to be administered each fall to monitor the overall school climate and to obtain necessary STE community feedback. Additionally, these surveys will provide input to several of the initiatives in the strategic plan and inform progress toward the stated target of the associated objectives. Progress against the strategic objectives of STE's Strategic Plan will be reported to the STE community quarterly through our various publications and website.

In the fourth year of the execution of this strategic plan, a new long-range planning process will be initiated that will take into account the successes of the current plan and the annual input from STE stakeholders.

# THE STRATEGIC OBJECTIVES PLAN OVERVIEW



Legend: SO – Strategic Objective

*\*After year four, the Strategic Objectives Plan is reviewed and a new long-range planning process begins.*

A photograph of several children sitting around a circular picnic table outdoors. The image is overlaid with a semi-transparent blue filter. The children are engaged in various activities, possibly eating or talking. The text "OUR SIX-YEAR PLAN" is centered over the image in white, bold, sans-serif capital letters.

## OUR SIX-YEAR PLAN



# YEAR ONE

- **SO1 Strengthen the school board structure and function**

- Create documents aimed at board cultivation, development, and governance

- **SO2 Create a campus master plan**

- Address the space restrictions inherent in the growing church-school community within our small campus footprint; a joint committee made up of the church vestry, school board, staff, and faculty will work with planners and architects who specialize in school master planning

- **SO3 Develop a fundraising plan**

- Focus on fostering donor and foundation relationships
- Bolster leadership giving
- Implement strategies that lay the groundwork for a capital campaign

- **SO4 Strengthen student/faculty/staff culture**

- Promote a faculty/staff culture of openness, innovation, mutual respect, and collaboration
- Promote a student/faculty culture of openness, fairness, self-discipline, mutual respect, innovation, and collaboration

- **SO5 Publish a curriculum guide for grades KBr-12th**

- List our books and curriculum for each core academic subject with a weekly breakdown of topics and the dates they will be covered in class

- **Strategic Financial Objectives (Annual)**

- Accelerate debt paydown
- Improve/replace financial accounting system
- Improve operating margins
- Build cash reserves



## YEAR TWO

- Continue SO1-SO4
- SO6 Hire a campus chaplain
  - Provide ministry to the spiritual needs of all students, parents, faculty, and staff
  - Oversee the Sacred Studies curriculum and Bible studies in the Middle School and Upper School
  - Offer a Bible/theology elective in the Upper School
- SO7 Hire an assistant college counselor based on projected (target) enrollment of 200 or more students in Upper School
  - Enhance the administrative functioning of our college counseling office to optimize guidance for students and parents as they navigate the college selection process, which begins in the ninth grade at STE
- SO8 Support the college counselor in promoting STE to colleges and universities throughout the country by emphasizing our academic and extracurricular programming and highlighting the tremendous accomplishments of our students and school
- SO8 Develop parent programs
  - Include guest speakers, book readings, and recommendations to promote parent engagement, support, and encouragement





## YEAR THREE

- Continue SO1–SO4, SO8
- SO9 Conduct a capital campaign feasibility study and form committees related to carrying out a successful campaign
- SO10 Prepare for a year-four strategic/financial planning event; set dates and set schedules for the data-generation and data-collection processes

## YEAR FOUR

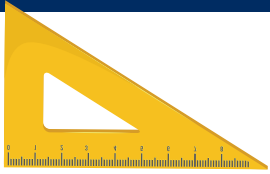
- Continue SO2, SO3, SO8–SO10
- SO11 Make final loan payment on Upper School building, ending annual \$312,000 debt service, complete preparations for a capital campaign, and revisit years five and six objectives and create new six-year strategic plan

## YEARS FIVE AND SIX

- Begin preparations for construction projects related to the capital campaign and the campus master plan

# ACHIEVEMENTS

*School achievements are from the 2015-2016 school year.*



Our sixth graders placed

**6<sup>th</sup>** +

our seventh graders placed

**7<sup>th</sup>**

in the Texas State Mathematics League Contest.



**15**

students won trophies in Highland Dance at the Annual Salado Highland Games.



**2<sup>nd</sup>**

The Upper School Orchestra placed

at the TAPPS State Orchestra Contest.



The Middle School Quiz Bowl Team won

**1<sup>st</sup>**

place at the annual Prep Bowl.



10%

of the 2016 class  
was recognized by  
the National Merit  
Corporation.



38 GOLD  
MEDALS,



47 SILVER  
MEDALS,



& 5 PERFECT  
SCORES



were awarded to STE students  
for the National Latin Exam.

Our swimming teams won the

**TAPPS 3A  
STATE  
CHAMPIONSHIP**



The men's soccer team won the



**2016  
STATE  
CHAMPIONSHIP**

# STE AT A GLANCE

## GENERAL OVERVIEW

**Founded:** 1955

**Grades Offered:** KBr through 12

**Student Enrollment:** 645

**Location:** The Meyerland area of Southwest Houston near Bellaire, Texas, and the Texas Medical Center

100% attend 4-year colleges and universities in a typical year

STE senior classes consistently exceed national and state averages on the ACT and SAT

**Student to Faculty Ratio:** 7 to 1

**Athletic Conference:** TAPPS 4A

**Mascot:** Saints

**School Colors:** Blue and Yellow

*STE offers bus transportation to and from Pearland, Texas.*

*Need-based financial assistance is available to families who qualify.*

# SCHOOL BOARD

*(The Rev'd)*

David O. Browder,  
School Board President

Jaron Bergin

Elizabeth Brewer

John C. Graves

Thomas Halsey

John Krugh

Kathryn Kurie

Melinda Little

Lee Riley

Carine Smith

Faye Tan

**EVERY YEAR OUR PARENTS MAKE A HUGE DIFFERENCE IN THE LIVES OF STE STUDENTS. FROM FOSTERING A CULTURE OF GIVING TO PROMOTING STE IN THE COMMUNITY TO VOLUNTEERING AT EVENTS, YOUR COMMITMENT AND SUPPORT ENABLE THE STE STRATEGIC PLAN TO BE SUCCESSFUL.**

## WHAT IS YOUR ROLE IN THE STE STRATEGIC PLAN?

- Contributing to the Saint Thomas' Fund
- Fundraising to make impactful experiences
- Promoting STE on social media and to families looking for a school
- Volunteering at events