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# STRATEGIC PLAN 2023



EPISCOPAL  
HIGH SCHOOL





March 2023

Over its 40-year history, Episcopal High School's (EHS) leaders have paused every few years to reflect on the past, consider the present, and look to the future through the process of strategic planning. After working enthusiastically and effectively through the unexpected challenges of the last several years and toward achieving the goals laid out in our 2018 strategic plan, it is time to look ahead once again.

In the spring of 2022, the Board of Trustees began its planning process with a reaffirmation of our Mission. Grounded in our founders' vision, the Mission continues to speak to the special role EHS serves in Houston and Texas. It informs who we are as a school that helps each individual realize his or her promise in all Four Pillars and, more broadly, as a welcoming community that operates within the values of our faith. It likewise explains our recent strong success.

Episcopal High School, founded and guided by the Diocese of Texas, is an inclusive and joyful Christian community where students discover and develop their individual talents through the Four Pillars – Academics, Arts, Athletics, Religion – preparing for meaningful lives in service to others.

The Executive Committee of the Board, comprising current Trustees and others who have been active since our founding, oversaw the strategic planning process from start to finish. A subcommittee of the Board focused on the selection of an outside consultant, Independent School Management (ISM), as well as the design and administration of the constituent surveys for the Board, students, parents, and faculty.

ISM administered the surveys in September 2022. Most parents, students, and teachers participated and provided excellent feedback; and the survey results highlighted the quality of our faculty and campus and the delivery of our Mission as core strengths. ISM then convened two focus groups each for parents, students, and faculty in October 2022 to further explore and refine its findings. Having gathered all the data independent of anyone affiliated with the School, ISM then presented the data and facilitated a full-day Trustee meeting. At that meeting, the Board thoroughly analyzed all survey and focus group data and energetically discussed how to shape the School's future. After the work of the School leadership team, Board, and ISM over the past ten months, the Board has developed and adopted a new strategic plan. There are five core areas of focus for the next few years, and we share them with you in the pages that follow.

As you read this summary report, you will not be surprised to know that EHS is in excellent condition with graduates continuing to seek and successfully secure admission to appropriately competitive colleges and universities across the country and beyond. ISM noted that it had never, in all its work with independent schools, seen Net Promoter scores as high as those we received from our parents, with "love" the predominant word used across all constituent groups. In light of our community's enthusiasm and support, it is no surprise that we remain committed to completing the physical improvements to our campus provided in our master plan. Other objectives address maintaining the historic strengths embodied in our Mission and improving student health and wellness, curricular alignment, and advisory programming. Through this plan, EHS builds on its strong foundation and embraces the opportunity to help a new generation of students develop their unique, God-given talents, abilities, and character.

Our future is bright, and we thank you for the part you played and will play in it. We are especially grateful to all those who participated in this process. As we continue to build strength to strength, capturing the opportunity before us, we will remain the premier Episcopal school in Texas and the nation. May it always be so.

Yours in service to EHS,

The Rt. Rev. C.w Andrew Doyle  
Chairman, Board of Trustees

Haag Sherman  
Executive Chair

Ned Smith  
Head of School





As the strategic plan is implemented, its success will be evaluated through metrics that have been identified for each goal identified below. These goals are shared below and organized in five parts. Each goal will guide our work for the next few years.



# MISSION »





A photograph of three young men in suits, likely students, engaged in a conversation. The man on the left is looking towards the other two, smiling slightly. The man in the middle is seen from the back, looking towards the man on the right. The man on the right is looking down, possibly at a book or paper. They are all wearing dark suits over white shirts. The background is a warm, textured orange-brown wall.

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### GOAL 1

Promote understanding of the School's Mission and commitment to the Four Pillars to students, faculty, and the School community.

### GOAL 2

Continue the School's daily Episcopal worship that is welcoming to all, and promote faith formation for those who are interested.

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### GOAL 3

Maintain a student body that fulfills the Mission- i.e., well-qualified, motivated, and diverse students who demonstrate strong potential for success in the Four Pillars and contribute to the School community.

### GOAL 4

Maintain and continually improve an environment and community that is respectful, loving, and supportive of our student body, faculty, staff, and administration.



# STUDENT LIFE and HEALTH »

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## GOAL 1

Evaluate current programs and consider new programs to support students with diverse backgrounds or aptitudes to ensure that the School provides a welcoming community, ensures student involvement across the Four Pillars, and improves student success.

## GOAL 2

Provide an environment where students can learn, seek new opportunities, practice self-advocacy, pursue personal growth, develop leadership skills, identify and develop talents, and grow in service-mindedness.

## GOAL 3

Promote a holistic and student-centered approach to the physical, mental, and spiritual health of all students.

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## GOAL 4

Promote the highest standards of personal conduct and good moral character where the physical well-being and general welfare of others is considered by all.

## GOAL 5

Develop students' leadership and communication skills, and instruct them on techniques for civil discourse and respectful debate of ideas, ensuring that EHS students graduate with the skills to converse with and bridge the divides in our society.









### GOAL 1

Develop our students into 21st century learners and problem solvers, and support their growth intellectually, spiritually, physically, and socially.

### GOAL 2

Assess, evaluate, and adjust curriculum to ensure its rigor and appropriateness for our students, so they can fulfill their potential and perform at the highest levels in college and beyond.



# EXCELLENCE IN » TEACHING & LEARNING

## GOAL 3

Improve the effectiveness of instruction by expanding and supporting professional growth opportunities, high-quality professional development, and strong compensation and benefits that attract and retain faculty and staff of the highest academic and moral standards who are fully committed to the School's Mission.

## GOAL 4

Utilize curriculum-based assessments to generate individual student and school-wide data as the basis for evaluation and improvement of curriculum, instructional practice, student support programs, and engagement.

## GOAL 5

Continue to explore the seamless and appropriate integration of technology across the curriculum to personalize the educational experience and promote academic excellence for each student.



# LEADERSHIP and GOVERNANCE »

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## GOAL 1

Maintain a constructive, open, and beneficial relationship with the school leaders; represent the broad community in support of the School's Mission.

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## GOAL 2

Govern in accordance with the School's bylaws, and be strategically focused to ensure that the School is positioned for the future while maintaining the Mission and traditions that make Episcopal High School special.

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## GOAL 3

Effectively communicate the role and composition of the Board, and clearly communicate and engage with the community to ensure transparency, accessibility, understanding, and support of the School.







# STEWARDSHIP » FACILITIES, TECHNOLOGY & MARKETING

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## GOAL 1

Complete the School's master plan and otherwise maintain and improve the School's physical plant, facilities, and equipment to support the Mission, educational program, and goals of the School.

## GOAL 2

Remain at the forefront on the appropriate use of technology to support the Mission, educational program, security, accessibility, and marketing of the School.

## GOAL 3

Further establish the School brand with each constituency to promote a cohesive community and provide a role model nationally.

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## GOAL 4

Build deep and meaningful alumni relationships to increase alumni involvement and support.

## GOAL 5

Partner with the Endowment Board to establish appropriate metrics, plans, and actions to guide the endowment's growth and increased support of the School.

## GOAL 6

Establish appropriate benchmarks and financial plans to ensure that the School's tuition remains reasonable, while maintaining its robust financial aid program in support of the School's Mission.







# KNIGHTS STAND OUT »







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