



Christ the King School

2023-2026 Strategic Plan

School History & Heritage

Christ the King School was founded in 1937, for the purpose of providing quality education in a Catholic environment. Even though the country was in the throes of the Great Depression, Gerald P. O'Hara, the Bishop of Savannah, felt that opening a Catholic school was the first priority of the newly formed Christ the King parish community. Construction began in 1936 and the school was finished and blessed by Bishop O'Hara on October 31, 1937. The Grey Nuns of the Sacred Heart were the first administrators and teachers and established the strong educational foundation that continues today.

In 1940, the first high school classes were added to the school, and an all-girls high school flourished from that time until 1958 when St. Pius X Catholic High School was founded. Christ the King School closed its high school, becoming a K-8 institution. Extra classrooms were used for music and art instruction to expand and enhance the student experience. The Hyland Center, which housed the school's gym and several classrooms, was built in 1963 and named for Bishop Francis E. Hyland.

In 1986, Christ the King School was named a National School of Excellence, and in 2007 and 2018, a National Blue Ribbon School of Excellence. CKS is proud to have been recognized by the U.S. Department of Education for its outstanding academic programs. The school ushered in a new era when construction of a new Hyland Center began in spring 2018. Throughout this period the campus enjoyed many enhancements and improvements including a new media center/library, cafeteria, music room, art space, two state of the art middle school science labs, middle school classrooms, counseling space, and more. In November 2019, Monsignor McNamee rededicated the Hyland Center to Bishop Francis E. Hyland.

In the summer of 2023, CKS once again ushered in a new era by transitioning away from the Archdiocese of Atlanta Office of Catholic Schools (OCS) and becoming an accredited independent Catholic School within the Archdiocese of Atlanta. The school has embraced its new identity and is excited to implement a fresh Strategic Plan that will position CKS for a bright and sustainable future. Throughout its history and through many generations, Christ the King School has been a hallmark of excellence in education, developing students into disciples of Christ and citizens of the world.

Executive Summary

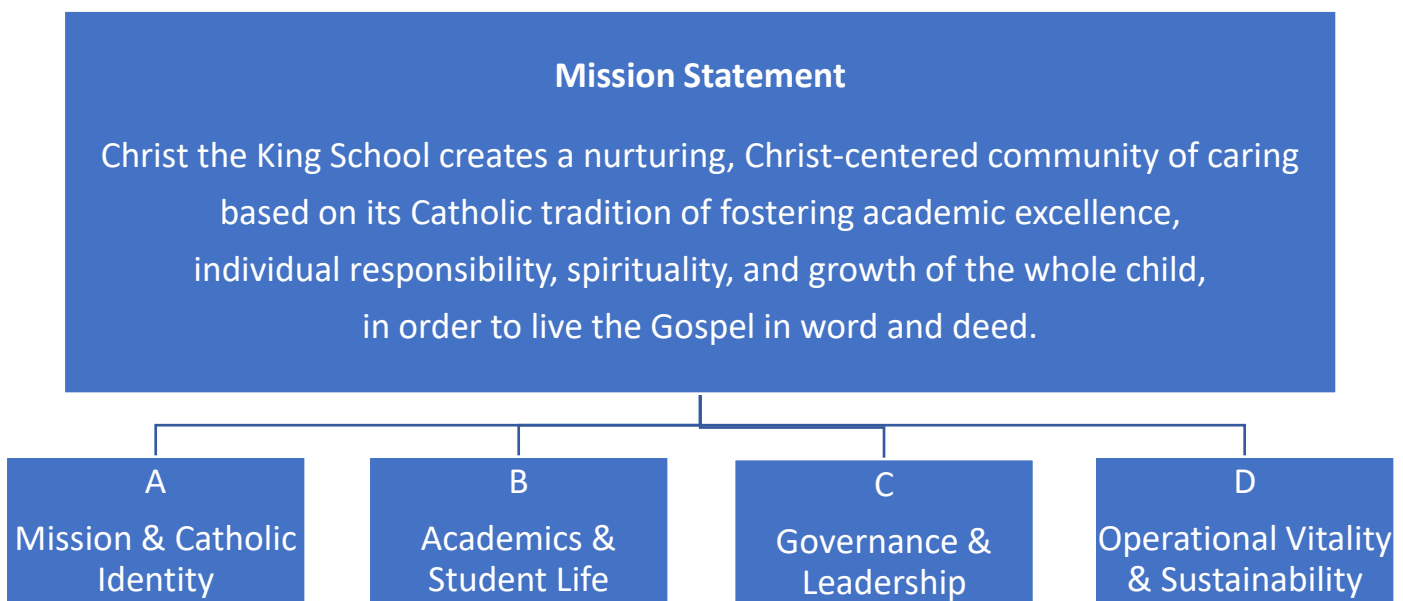
Christ the King School successfully executed a Strategic Plan spanning 2015-2019. During the time frame from 2019-2022, however, efforts to create a new plan were stifled by administrative turnover coupled with the COVID-19 pandemic. Moreover, in December 2022, CTK Pastor, Msgr. McNamee, announced an ambitious plan for CKS to become an independent Catholic School beginning on July 1, 2023. The transition to independence requires that CKS hold an independent institutional accreditation, as the school is no longer included in the system-wide accreditation held by the OCS.

Christ the King is a community of caring, dedicated to fulfilling not only the school's mission but that of the Grey Nuns of the Sacred Heart. Serving students is the highest priority, and a robust Strategic Plan will allow school leaders including the pastor, administration, faculty/staff, and the Board of Trustees to ensure a bright future for every student. It will serve as the driving force behind initiatives the school enacts, programs the school implements, curriculum the school develops, and employee/student services the school provides.

Cognia recommended that CKS create a Strategic Plan for implementation during the 2023-2024 school year to fulfill accreditation assurances and prepare for a spring 2024 evaluation. The Principal and Chair of the School Advisory Council



formed the Committee (Appendix A) in January 2023 and began the planning process shortly thereafter. The Committee engaged community stakeholders: employees, parents, and students. Data collection involved quantitative and qualitative methods including stakeholder surveys, parent focus groups, faculty/staff focus groups, a curriculum review, standardized test score evaluation, and a student activity review. 245 parents completed the family survey, and over 100 parents attended one of three focus groups. Approximately 90% of faculty/staff completed both employee surveys, and the entire faculty/staff contributed to the Profile of a CKS Student. Additionally, 100% of 8th grade students completed an exit survey, and over 100 students in grades 3-8 met with the Principal throughout the school year to provide input and make suggestions for improvement. After analyzing the data and considering key demographic information (Appendix B), The Planning Committee identified four key themes that became the foundational pillars of the 2023-2026 Strategic Plan.



Cognia recommended the plan focus on a 3-year period for several reasons including, but not limited to, organizational changes that may result from the school's transition to an independent school, technological and educational innovations, shifts in the needs of the school community, and recommendations that may stem from the 2024 accreditation process. It should be further noted that this is a fluid document; it is meant to respond to and evolve with the needs of the school. Ongoing assessment, revision, and amendment will be necessary to ensure CKS is maximally effective in service of its Mission to the school community and the Catholic church.

Implementation & Progress Monitoring

The pillars that support the Strategic Plan address issues CKS stakeholders identified as highly important to the growth and success of the school. Every pillar has an action plan that includes specific steps each implementation team will take to ensure goals are either realized within the three-year timeline or included in a long-term planning document, which will be used to extend and expand the current plan set to expire at the end of the 2025-2026 school year. The Implementation Teams include a point person who manages the action plan/specific action steps. A Trustee of the Board, faculty/staff members, and other stakeholders also serve on each team to ensure equitable and well-rounded representation of the CKS community. Implementation Teams are not only responsible for their specific action plan but are required to submit periodic progress



reports to the Board Trustee who oversees the Strategic Plan. This individual will liaison with the Strategic Planning Executive Committee as needed, as well as the Principal and Pastor.

Strategic Planning Goals & Objectives

Goal A: Mission & Catholic Identity

1. School Mission/Graduate Profile (Appendix C)
2. Liturgical Life
3. Religious Education

Strategy A.1: School Mission/Graduate Profile- Graduate faithful disciples of Christ who live the Gospel in word and deed				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
■				A.1.1 Solicit stakeholder input regarding the school’s Mission as an independent educational institution
■				A.1.2 Synthesize and prioritize stakeholder input to shape a new Mission and create a Profile of a CKS Graduate
	■■■■			A.1.3 Implement programs that support the Mission and Profile of a CKS Graduate
	■■■■			A.1.4 Foster a community of caring and infuse Catholic values into the daily life of CKS stakeholders
	■■■■			A.1.5 Evaluate program effectiveness and support of the school’s mission and Profile of a CKS Graduate

Strategy A.2: Liturgical Life- Provide opportunities for the school community to connect and participate in the liturgical life of the Catholic church				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
■				A.2.1 Conduct a gap analysis across stakeholders to capture needs related to the liturgical life of the community
■				A.2.2 Identify initiatives that will have the greatest impact on the community
	■■■■			A.2.3 Implement programs, sponsor events, and provide opportunities that support overarching initiatives and enhance the liturgical life of CKS stakeholders
	■■■■			A.2.4 Evaluate impact and effectiveness of implemented initiatives designed to provide opportunities for enhancement of the liturgical life of CKS stakeholders

Strategy A.3: Religious Education- Strengthen curriculum to support students as they learn about and live their faith				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
	■■■■			A3.1 Gather input from the teaching faculty, CTK clergy, and additional stakeholders to determine student religious education needs
	■■■■			A3.2 Shape the curriculum to incorporate stakeholder input while following the Archdiocesan Religion Standards



				A3.3 Implement a curriculum that provides a strong liturgical foundation while supporting the development of students' faith life and relationship with Christ
				A3.4 Implement a process for continuous evaluation of religious education program effectiveness

Goal B: Academics & Student Life

1. Curriculum
2. Student Wellness
3. Extracurricular Activities

Strategy B.1: Curriculum- Implement curriculum and supporting programs that prepare graduates for life-long academic success				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				B.1.1 Solicit stakeholder input regarding the school's academic program
				B.1.2 Evaluate and update K-8 Curriculum Standards to align with the school's goal of academic excellence and long-term academic success
				B.1.3 Implement a curriculum that prepares graduates for life-long academic success
				B.1.4 Implement a process for continuous evaluation and improvement to maintain high academic standards that prepare graduates for the next stage of their academic career

Strategy B.2: Student Wellness- Foster a community of caring that supports student mental, physical, developmental, and social-emotional health/wellness				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				B.2.1 Evaluate data and solicit stakeholder feedback regarding student wellness needs
				B.2.2 Research best practices for a holistic approach to student wellness (physical, mental, academic, social, emotional)
				B.2.3 Develop an approach to wellness that focuses on the whole child- physical, mental, academic, social, and emotional
				B.2.4 Implement programs and practices that support best practices and address the whole-child
				B.2.5 Create a plan for continuous evaluation and improvement of student wellness and support services

Strategy B.3: Extracurricular activities- Educate the "whole-child" through the implementation of rich extracurricular opportunities				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				B.3.1 Seek stakeholder input regarding the addition of extracurricular activities
				B.3.2 Research and identify activities that appeal to students and are supported by parents/faculty
				B.3.3 Develop a plan/timeline for the implementation of meaningful extracurricular programs



			B.3.4 Implement a plan to extend, enhance, and enrich the student experience
			B.3.5 Develop a system for continuous evaluation of extracurricular programs for interest level and effectiveness

Goal C: Governance & Leadership

1. Organizational Structure & Governance
2. Operating Model
3. People & Talent

Strategy C.1: Organizational Structure & Governance- Implement an organizational structure that supports the mission and long-term health of the school				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				C.1.1 Adopt a governance model that supports the long-term sustainability of the school
				C.1.2 Establish and maintain an engaged Board of Trustees
				C.1.3 Maintain a highly involved and productive Parent Volunteer Association (PVA)
				C.1.4 Maintain a healthy and strong Teacher Empowerment Team

Strategy C.2: Operating Model- Develop administrative, faculty, and staff roles/responsibilities that support the school's mission, goals and objectives				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				C.2.1 Identify gaps in administrative, instructional, and/or academic support roles
				C.2.2 Create a thoughtful, deliberate, and fiscally responsible hiring and retention plan
				C.2.3 Implement a hiring and retention plan that will attract highly qualified, engaged, and Mission-driven employees

Strategy C.3: People & Talent- Develop faculty and staff to ensure the long-term success of every CKS graduate				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				C.3.1 Assess employee benefits needs
				C.3.2 Conduct a pressure test to see if the current benefits platform meets employee needs
				C.3.3 Implement programs that further enhance the employee benefits platform
				C.3.4 Monitor progress and continuously evaluate the employee benefits platform

Goal D: Operational Vitality & Sustainability

1. Finance
2. Facilities
3. Enrollment & Engagement
4. Enabling Technologies



Strategy D.1: Finance- Maintain the fiscal health of the school for future generations				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				D.1.1 Conduct a thorough internal budget review
				D.1.2 Identify cost-saving measures that will facilitate a balanced budget and affordable tuition rates
				D.1.3 Implement cost-saving measures to maintain a balanced budget and control tuition increases

Strategy D.2: Facilities- Ensure a safe, secure, and well-utilized school campus				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				D.2.1 Conduct a comprehensive evaluation of campus security and safety
				D.2.2 Solicit stakeholder input regarding campus safety and security
				D.2.3 Develop a plan/timeline to address safety and security issues
				D.2.4 Implement a comprehensive safety and security plan
				D.2.5 Create a plan for continuous evaluation and improvement of campus security and safety
				D.2.6 Assess space use throughout the school and develop a plan/timeline for improvement and enhancement
				D.2.7 Execute timeline, monitor progress, and continuously evaluate plan for campus improvements and enhancements

Strategy D.3: Enrollment & Engagement- Maintain a strong CKS Fund, advancement programs, and marketing plan to support the programming needs and financial health of the school				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				D.3.1 Evaluate and assess current advancement programs
				D.3.2 Determine needs that support the growth of existing advancement programs and/or the addition of new programs
				D.3.3 Implement initiatives that will expand advancement programs and support the financial health of the school
				D.3.4 Engage a process for continuous evaluation and improvement to maintain a healthy advancement program
				D.3.5 Maintain an effective marketing program
				D.3.6 Implement a process for continuous evaluation to maintain an effective marketing platform
				D.3.7 Maintain target enrollment at each grade level and within the entire school
				D.3.8 Evaluate socio-economic, cultural, and ethnic diversity of the student population



Strategy D.4: Enabling Technologies- Continue investment into the school’s technology platform to effectively support long-term goals and objectives				
2022-2023	2023-2024	2024-2025	2025-2026	Proposed Action Steps
				D.4.1 Solicit and evaluate input from stakeholders to determine digital platform and technology needs
				D.4.2 Create and implement a plan to support growth in the 21 st Century Skills program
				D.4.3 Monitor and update school Technology Plan to ensure all systems and equipment function properly and are up to date

Addendum

Appendix A Strategic Planning Committees

Strategic Planning Executive Committee

Melissa Lowry, Principal
 Agie Rutkowski, Chair, School Advisory Council
 Nathan DeLuke, CKS Parent
 Keith Donnelly, CKS Parent
 Bernhard Marschitz CKS Parent
 Kathleen Mathers, CKS Parent

Strategic Planning Action Committee

Msgr. Frank McNamee, Pastor
 Nick Saporito, Assistant Principal
 Whitney Wright, Curriculum Coordinator
 Emily Williams, Religion Coordinator
 Andrew Barletta, IT Director
 Lisa Smith, Advancement Director
 Lori Lummus, Admissions & Communications Director
 Lynn Kester, Business Manager
 Rosalyn Nicpon, School Counselor
 Rita Sampson, Accreditation Committee Chair

Appendix B Key Demographic Characteristics

- Number of students*- 566 (max capacity- 570)
- Number of families*- 362
- Catholic population*- 96%
- Ethnic breakdown*- 85% white, 15% non-white



- Attrition rate*- 10%
- Top 5 zip codes** from which students matriculate*- 30305, 30342, 30319, 30327, 30318
- Number of faculty/staff*- 75
- Faculty with an advanced degree*- 60%

*Average from academic years 2019-2023

**Descending order

Appendix C Profile of a CKS Graduate

A CKS Graduate...

Spiritual

- Practices his/her faith with reverence and integrity.
- Embraces and engages in a meaningful relationship with Christ.
- Focuses on Jesus and the importance of spreading the Gospel.
- Respects life and compassionately cares for all of God's creation.
- Says "yes" to God by joyfully yet humbly performing acts of service.

Academic

- Is well-prepared for the next stage of his/her life journey.
- Actively pursues his/her education with intellectual curiosity and integrity.
- Is a life-long learner who uses his/her knowledge both inside and outside of the classroom.
- Is a problem-solver, a critical thinker, and possesses the confidence to take on challenges with the perseverance to see them through.
- Is a self-starter who uses his/her unique, God-given talents for the betterment of all.

Social-Emotional

- Is open-minded, empathetic, and open-hearted to other people and experiences.
- Demonstrates confidence, resilience, and the ability to adapt in the face of adversity.
- Is a servant leader who strives to be moral and ethical in both word and deed.
- Endeavors to establish, sustain, and promote a strong sense of Christian community.
- Is a responsible citizen of the world; an individual who is well-adjusted and takes responsibility for him/herself in all aspects of daily life.

The Future is Bright

Christ the King has been blessed since its founding in 1937 by the Grey Nuns of the Sacred Heart. School and parish leadership enjoy a deep tradition of support for excellence in Catholic education. CKS students are poised to embody the Profile of a CKS Graduate as they continue their educational journey into high school and beyond. As mentioned previously, the Strategic Plan is meant to respond to and evolve with the needs of the school. Ongoing assessment, revision, and amendment will be necessary to ensure CKS is maximally effective in service of its Mission to the school community and the Catholic church. The community is enthusiastic, motivated, and dedicated to realizing the Strategic Plan pillars, which will, in turn, ensure growth and vitality while providing stability for future CKS generations.