



FIVE YEAR STRATEGIC PLAN

2019



With Jesus as our teacher, we are Christ the King Catholic School, a faith-inspired community striving in heart, mind, and spirit to love and serve.

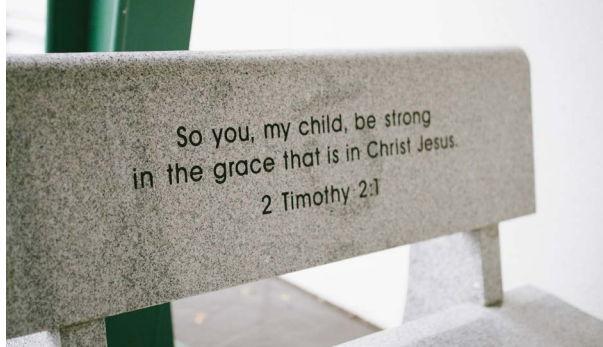


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On behalf of Christ the King Catholic School, we are pleased to present our school's 2019 Five-Year Strategic Plan. This plan presents a forward-looking vision, while it affirms the fundamental principles, assumptions, and values that serve as the foundation of the school.

Building on 80 years of success, this new strategic plan provides the framework for enhancing the excellence that has characterized our school since it was established. We want to offer our heartfelt thanks to those dedicated people who contributed in any way to the development of this document.

We hope this strategic plan will be a living document that will shape the course of our parish school for the next five years and beyond. Christ the King Catholic School continues to be blessed by the many members of our community who give so generously of themselves.

We hope each of you will read this plan and identify areas where you can give of your time, talent, and treasure to our school. We all share an obligation to give of ourselves to help achieve the many goals we set forth in this strategic plan. May we continue to work together to build the Body of Christ on earth.

In Christ,

Fr. Armando, Pastor

Joanne Cecchini, Principal





Executive Summary

The School Strategic Planning Committee developed this Plan to provide a common roadmap for direction and to guide the future success of our school and our students. The Plan includes the school's Mission, Philosophy, Critical Issues, Goals, and Objectives. These main elements will provide direction to the school community for the next five years.

The Strategic Plan identifies priorities in each of the following areas that will guide the school community's activities and resource decisions:

1. Faith
2. Knowledge
3. Access & Enrollment
4. Outreach
5. Facilities & Technology
6. Philanthropy

For each of these areas, a statement of strategic direction has been developed. These statements express a vision for the future of the school. Goals and strategies for each area have been identified to guide more specific action planning. The annual action plans, developed by administrators and faculty, with input from the School Commission and its Committees, will provide a framework for ongoing accountability and ensure that the school manages its financial and human resources toward the realization of its vision over the next five years.

Strategic planning is a fluid process, and as such, this Plan will continue to be evaluated and updated.



PHILOSOPHY STATEMENT

Rooted in Gospel values, Christ the King is a parish school dedicated to providing both academic excellence and community.

In partnership with families and parish members, we prepare students to be respectful, caring, global citizens committed to integrity and personal responsibility.

We encourage students to share their unique gifts in positive and resourceful ways.

We are devoted to nurturing each child's self-worth, spirit of inquiry, and enthusiasm for learning.

MISSION STATEMENT

With Jesus as our teacher, we are Christ the King Catholic School, a faith-inspired community striving in heart, mind, and spirit to love and serve.



Profile of a Christ the King Graduate



The graduate is confident and active in his/her faith and relationship with God.

The graduate considers the moral and ethical implications of decisions and chooses to do what is right.

The graduate is globally aware and culturally sensitive.

The graduate is academically and technologically prepared for high school and beyond.

The graduate communicates effectively by articulating ideas and actively listening.

The graduate applies creative talents to solve problems and serve others.

The graduate is a critical thinker who uses reason in the pursuit of truth.

The graduate seeks knowledge as a lifelong activity.

The graduate is empathetic, inspired, and hopeful.



Focus Areas

In reviewing input gathered from parents, parishioners, faculty, and supporters, the Strategic Planning Committee identified six key focus areas in which the school faces significant opportunities for growth or challenge: Faith, Knowledge, Access & Enrollment, Philanthropy, Facilities/Technology, and Outreach. These are the most important choices and situations the school will confront over the next five years. Strategies to address each of these areas are set forth in the Goals and Objectives section of the plan.

Faith

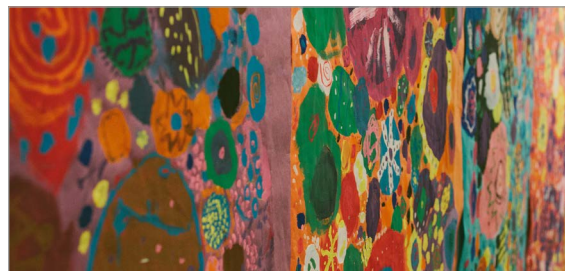
Catholic identity is recognized as one of the school's greatest strengths. There is significant need to build on this strong identity to support and strengthen families who are part of the greater parish community. There is a desire to further develop the missionary discipleship initiative at all grade levels.

Knowledge

The academic program at Christ the King is strong and responsive to the needs of our community. With a solid foundation, we are now able to expand and enrich our offerings and focus on differentiated options for all learning styles. We will focus on recruiting and retaining highly qualified faculty, competitively compensating our staff, and renewing our commitment to ensuring success for every student.

Access & Enrollment

It is our great desire to make CKS accessible to all students who seek a quality Catholic education. We will strive to attract a diverse



population and create a culture of innovation without significant increases in tuition. We will grow our opportunities for financial assistance and expand our reach into the parish Cristo Rey program.

Outreach

The community at Christ the King is one of its greatest assets. We will capitalize on that caring and devoted sense of shared community to expand our market in the greater north Seattle region and ensure our reputation for excellence reaches a wide audience.

Facilities & Technology

The main school building was renovated in 2013 and serves as a thriving learning community for our elementary students. We will focus on safety and security of the entire campus, the growing preschool needs, the upgrade of technology, beautification of the outdoor areas, and facilities upgrades to the middle school and music room.

Philanthropy

Christ the King is blessed to receive philanthropic support from many families, parishioners, and alumni. We will create an advancement plan to grow charitable giving from all constituencies including foundations and corporations.

GOALS AND OBJECTIVES

FAITH



The school-church relationship was identified as a major focus area. We remain committed to ensuring that the Catholic identity of the school reflects our vision and our call to discipleship. We will continue to provide opportunities for liturgy and prayer, and to further develop the quality of our religious education program. We will foster positive and collaborative school-church partnerships, and challenge our community to “make a difference.”

Goal 1:

We will continue our collaborative effort to strengthen the relationship between the school and parish.

Objectives:

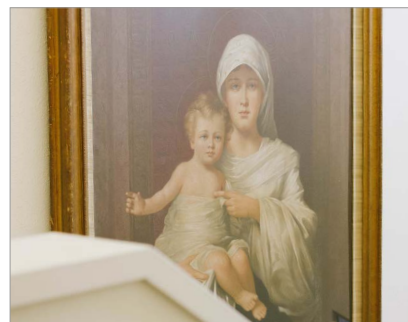
1. Promote increased communication, coordination, and collaboration between the school and church.
2. Increase parishioner ownership of and participation in school programs such as fundraising, volunteering, and educational enrichment programs.
3. Encourage members of the school community to participate in parish ministries, programs and activities.
4. Foster increased involvement of students in parish weekend masses.

Goal 2:

There will be a commitment to increase understanding and appreciation of our Catholic heritage, faith traditions, service, and Gospel values throughout the school community.

Objectives:

1. Increase presence and active participation of priest and religious in student activities.
2. Expand missionary discipleship program to all grades.
3. Teach, encourage, and expect full participation in the Liturgy.



KNOWLEDGE



Academic excellence has always been a priority for our school, and our graduates are well-prepared academically. In the current competitive environment, we will take additional steps to achieve even higher levels of excellence. We will focus on diversified learning for all learning styles and offer additional elective options for our middle school students.

Goal 1:

We will further develop our strong, learner-centered instructional program, which challenges and supports all students and supports the school's mission.

Objectives:

1. Strengthen the continuum of progress between grade levels through practices such as collaborative lesson planning and vertical alignment of curriculum.
2. Use data from multiple assessment methods to evaluate group and individual achievement adjusting the instructional program as indicated.
3. Develop program of support to assist diverse learners.
4. Develop electives to enhance the middle school program and produce graduates prepared for the challenges of high school.

5. Implement social/emotional learning curriculum for Preschool through 8th grade and provide appropriate faculty professional development and support.
6. Collaborate with Parents Club to offer after school enrichment programs to complement and enhance the overall academic experience at Christ the King.
7. Enhance the math curriculum to improve test scores and growth from K-8.

Goal 2:

To offer the highest-quality educational experience to our students, we will thoughtfully assess and improve how we can recruit, retain, develop, and competitively compensate high quality educators.

Objectives:

1. Offer a competitive and comprehensive compensation model. Provide faculty and staff with professional development and mentoring to retain high-quality, diverse educators.
2. Expand the collaborative interview process, in which administration and faculty conduct joint interviews as part of the hiring process, whenever applicable.



ACCESS & ENROLLMENT



Access & Enrollment

Access to Christ the King Catholic School for all deserving families is a priority. We will improve pathways to enrollment and focus on reducing barriers to admission – including financial limitations. We will explore options for inclusion and focus on programs and services to meet the diverse needs of all students.

Goal 1:

We will set clear enrollment goals objectives for Preschool and Kindergarten, our primary entry points.

Objectives:

1. Enlist the assistance of parent volunteers to serve as school ambassadors.
2. Partner with the parish on strategies to engage and invite members of the Cristo Rey community to enroll.
3. Whenever possible, provide financial assistance sources for deserving families.

Goal 2:

We will research the feasibility of an inclusion program at Christ the King, welcoming and supporting students with unique developmental or cognitive needs.

Objectives:

1. Assess the need and interest in introducing an inclusion program.
2. Determine initial staffing, facility, and programmatic needs should a program be deemed viable.

Goal 3:

Grow diversity throughout the organization—including the student body, staff, and leadership.

Objectives:

1. Ensure the volunteer leadership programs (including School Commission, Parents Club, Kings Men, among others) are reflective of the true diversity of our community.
2. Actively recruit faculty and staff for open positions that reflect the diversity of the community.
3. Continue to actively seek diverse families for student enrollment.



OUTREACH



Outreach

The Christ the King story spans 80 years of excellence. We will share this story broadly and utilize a variety of media to communicate. Our marketing materials and communications will reflect our professionalism and assist in reaching new audiences.

Goal 1:

Develop a communications and marketing plan to showcase our school and highlight student successes.

Objectives:

1. Establish a marketing task force of experts to assist with the design, review, and content building for print and digital resources.
2. Utilize our community-gathering opportunities (including Masses, and the Bite of Broadview) to highlight and promote the school.
3. Engage with local businesses, realtors, and service providers to seek assistance with the promotion of the school in their line of work.

Goal 2:

We will increase our social media and digital presence for the purpose of marketing and community relations.

Objectives:

1. Feature classroom activities and student accomplishments frequently on social media networks.
2. Encourage interactive communication with constituents through social media connections.

Goal 3:

We will seek opportunities to attract new audiences to Christ the King School throughout the year.

Objectives:

1. Assess the feasibility of expanding our summer programs beyond current families.
2. Invite neighborhood and local involvement in events and activities whenever feasible.

FACILITIES & TECHNOLOGY



Facilities & Technology

While it is generally agreed that the quality of the school facilities is outstanding, space limitations are one of the major issues confronting the school at this time. Steps need to be taken to ensure the space is maximized, and all rooms are modernized and refreshed. We must upgrade our classroom and teacher technology to ensure we provide the highest possible academic experience. We will beautify our campus with additional landscaping.

Goal 1:

Christ the King will seek innovative ways to make the best use of the existing space available in the school facilities and to beautify the campus.

Objectives:

1. Explore alternatives to alleviate the current space limitations.
2. Remodel and upgrade the infrastructure in the music room.
3. Add appropriate landscaping to beautify the outside campus areas.
4. Develop a master facility plan in conjunction with the parish.

Goal 2:

Campus safety is always a top priority. We will identify ways to enhance safety for our students and staff and enhance our crisis prevention and management practices through training and drills.

Objectives:

1. Upgrade our emergency communication plans, both internally with staff and externally with first responders and parents.
2. Install additional safety and security features on external and internal doors and points of entry.
3. Ensure earthquake retrofitting meets standards in the pavilion area and throughout the campus.
4. Evaluate the efficacy of the safety patrol program and make adjustments deemed necessary.

Goal 3:

Our faculty and students will have access to the most effective and efficient technology to ensure academic success.

Objectives:

1. Interactive smart boards will replace the current Promethean boards in classrooms.
2. Replace our existing six year old wireless network with a state of the art, Wave 2 MU-MIMO wireless system.
3. Student, faculty, and staff devices will be upgraded through a formal replacement rotation to ensure the latest technology is available in every classroom.
4. Appropriate digital citizenship will be taught and modeled in every classroom.

PHILANTHROPY



Philanthropy

Christ the King Catholic School will operate from a comprehensive plan for institutional advancement based on a compelling mission through communications, marketing, enrollment management, and development.

Goal 1:

Develop an annual operational plan for advancement to ensure budget targets are met and annual growth is achieved.

Objectives:

1. Determine non-tuition revenue goals through 2025.
2. Diversify revenue streams from sources including foundations, corporations, planned giving, and major gifts. Develop gift acceptance policies.
3. Actively engage alumni in school activities and reconnect with 'lost' alumni.
4. Align the annual giving cycle with the fiscal year.
5. Formally recognize donors for their philanthropic support and establish gift recognition policies.

Goal 2:

Deepen relationships with non-parent constituents for future support --including grandparents, alumni, parishioners, and community supporters.

1. Ensure all advancement sponsored events are revenue generating or relationship building in nature.
2. Honor distinguished alumni and school supporters.
3. Develop an advancement committee to assist with planning and relationship building.



