



Strategic Plan 2028



How our strategic plan was developed

- Cristo Rey Atlanta Jesuit High School partnered with a **consultant with extensive experience with the Cristo Rey mission** and operating model
- We engaged in a **wide-reaching stakeholder engagement process**, soliciting input on our five-year vision from all major stakeholder groups
- A **committee of board members** met regularly throughout the process to process stakeholder input and consider how feedback should influence goals

Sources of input

Data and reports reviewed:

- Cristo Rey Network Mission Effectiveness Review report (2023)
- Jesuit Sponsorship Review report (2023)
- SAIS accreditation report (2023)
- Student, staff, and parent accreditation survey data (2022)
- Student culture survey data (2023)
- School performance data from Cristo Rey Network (2022-23)

Stakeholders consulted:

- Full faculty and staff input session
- Individual faculty and leadership interviews
- CWS corporate partner current and former supervisors and decision-makers
- Students
- Alumni
- Parents
- Key foundations
- DEI Council
- Full board and individual board members
- Jesuit board members

Mission

Cristo Rey Atlanta Jesuit High School is a Catholic learning community that educates young people of limited economic means, of any faith or creed, to become men and women for and with others. Through a rigorous college preparatory curriculum, integrated with a relevant work study experience, students graduate prepared for college and life.

Root Beliefs

Our school community believes that:

- The human person is created to praise, revere, and serve God
- Cura personalis, or care of the individual person, is essential
- Quality education should be accessible to all, regardless of economic means
- All our students are capable of success
- Our faith promotes justice
- Excellence is intentional

Core Values

- Helping make Catholic education accessible to all
- Forming students of competence, conscience, courage, and compassion
- Human excellence and life-long learning
- Creating a safe and healthy school environment for all
- The care of all creation
- Being global citizens in dialogue with other religions and worldviews
- Being an active part of a global network at the service of the Society of Jesus
- Justice and Interculturality

Strategic Plan 2028 - Executive Summary (1/2)

Cristo Rey Atlanta Jesuit High School will be the best high school in Georgia in which to learn, teach, work, and grow

ACADEMIC EXCELLENCE

We will **provide a college preparatory education** that equals the performance of top private high schools in metro-Atlanta. The faculty, curriculum, and approach to instruction will **academically prepare all of our students for success to and through college.**

- Sustain and improve key metrics of student academic growth and achievement
- Hire and retain a best-in-class faculty; support a faculty culture of continuous growth with a commitment to frequent classroom observation, feedback and professional development
- Refine course offerings and curriculum to ensure student success

CORPORATE WORK STUDY INNOVATION

Our Corporate Work Study Program (CWS) will build on our strong foundation to cultivate a program that is **impactful to the culture of our CWS partners, in high demand in the corporate Atlanta community, formative for our students, and foundational for the school's mission and financial health.**

- Grow the number of corporate partnerships to the point of having a waitlist for employers; invest in meaningful partnerships that meet corporate partner needs
- Invest in student workplace skill development: maintaining technical skills and growing executive functioning skills
- Launch and sustain a program that connects corporate partners with highly qualified alumni for college internships and full-time employment

COLLEGE SUCCESS

We will meet the needs of our primarily **first-generation college-enrolling student body** with a college counseling and alumni support program that **ensures students are equipped to persist and graduate from colleges that match their achievements and ambitions.**

- Build upon the strong foundation of college counseling to reach students and families earlier in their high school career; innovate our approach to alumni advising to support completion
- Cultivate local and national university relationships available to students across the academic achievement spectrum

Strategic Plan 2028 - Executive Summary (2/2)

FLOURISHING AND FUTURE-READY INSTITUTION

We will be known as an **institution that will continue to flourish**. Our operations, leadership, finances, and facility will be **planned and managed with a sustainable future in mind**.

- Build on the strength of all funding streams and grow the endowment; ensure faculty and staff are paid at appropriate private-school market rates
- Engage in succession planning efforts to ensure stable future leadership
- Refine internal operations and build administrative capacity consistent with the scale and ambition of the school

SCHOOL-WIDE CULTURE OF EXCELLENCE

We will cultivate a **student and staff culture of excellence** in which all stakeholders take pride in our shared success and students and staff feel a sense of belonging.

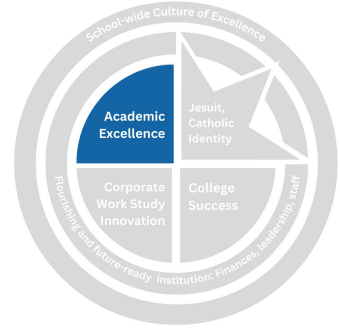
- Foster a family-centered school community in which parents are informed and engaged
- Build a welcoming, proud, and supportive student culture, reflecting a deep commitment to listening and responding to students and effectively supporting their social-emotional health
- Cultivate a cohesive staff and faculty culture, eliminating “silos” and ensuring a shared sense of organizational identity

JESUIT, CATHOLIC IDENTITY

We will **deepen our engagement with our Jesuit mission and charism** of developing the whole person in relationship with God

- Evaluate and revise staff onboarding and ongoing formational programs for opportunities to strengthen school-wide understanding of Ignatian education and discernment
- Grow intentional and sustained integration of Jesuit identity, Ignatian charism, and reflective prayer into the life of the school

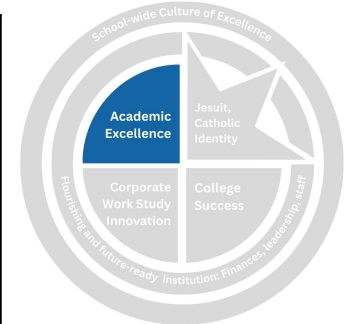
Academic Excellence



Cristo Rey Atlanta will **provide a college preparatory education** that is competitive with top private high schools in metro-Atlanta. The faculty, curriculum, and approach to instruction will **academically prepare all of our students for success to and through college.**

By June 30, 2028, we will have accomplished:

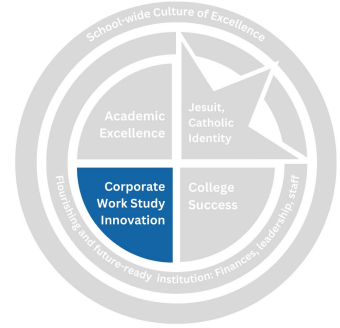
- Increased college readiness* rate to 80%+, up from 2023 baseline of 65%
[*consistent with Cristo Rey Network definition of a combined 3.0 GPA + standardized test proficiency]
- Increased 9-12 SAT point gains to 120 total points, up from 2022 baseline of 93
- Meaningful increase in AP scores of 3+ in all offered AP courses
- Sustained 9-12 student retention rates of 90%+ (2022 baseline of 88%)
- Development of a high performing faculty that reports continued individual development as educators and collective development as a faculty team
- 100% of teaching faculty are certified and the percentage of teachers with master's degrees increases from 74% to 90%+
- Implementation of sustained and consistent executive functioning programs that support students in the classroom and at work



To accomplish these goals, we will:

1. **Hire and retain best-in-class faculty**
 - a. Ensure all new faculty hires are certified teachers and continue efforts to certify existing faculty
 - b. Regularly survey faculty and address areas that threaten retention
 - c. *Consistent with institution goals:* ensure compensation remains competitive to attract and retain the highest quality faculty
2. **Invest in the development of individual faculty members by offering consistent feedback**
 - a. Implement a system of routine classroom observations, ensuring all classrooms are visited for brief observation and feedback at least twice per month [*consistent with CRN recommendation*]
 - b. Provide additional support to those in their first year of teaching by providing observation and feedback at least weekly [*consistent with CRN recommendation*]
 - c. Cultivate growth opportunities for grade level leads and department chairs to participate in observation and feedback cycles
3. **Ensure all faculty understand our school-wide academic vision, goals, and strategy, cultivating a full-faculty culture of professional growth**
 - a. Create and execute an annual calendar of professional development that reflects a cohesive academic vision
 - b. Provide structures and support to ensure teacher teams understand their role in supporting collective growth and development
4. **Continue to refine and evolve course offerings and curriculum**
 - a. Systematize an annual review of curriculum and develop multi-year plans for alignment
 - b. Establish structures and practices to improve vertical (subject-matter) alignment from grade level to grade level
 - c. Implement national programs that offer best practice for curriculum and instruction (e.g. ThinkCerca for English/Language Arts) and ensure all teachers receive the professional development and classroom support for successful implementation
 - d. Expand elective offerings as the schedule allows to enrich the student experience
 - e. Strengthen AP programs
 - i. Hire AP certified teachers and support attendance at AP seminars and training
 - ii. Annually review AP data with faculty teams to identify opportunities to strengthen programming
 - iii. *Consistent with item (a.) above:* continue to strengthen vertical alignment to ensure students are prepared for AP-level rigor
5. **Collaborate with CWS to integrate workplace and classroom relevant soft skills and technical skills into the classroom**
 - a. Implement a sustained and consistent executive functioning program
 - b. Identify opportunities to integrate relevant and new technology skills in the curriculum (e.g. introductory programming languages)
 - c. Continue to clearly communicate alignment between classroom skills (e.g. writing) and CWS success; ensure all new teachers are supported in a thorough understanding of workplace expectations and the role of teachers in student workplace success.

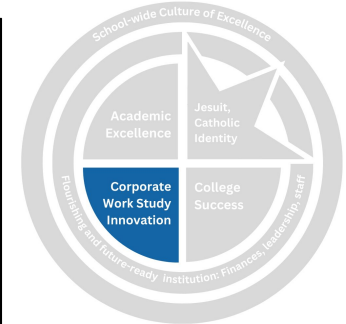
Corporate Work Study Innovation



Cristo Rey Atlanta's Corporate Work Study Program (CWS) will build on our strong foundation to cultivate a Corporate Work Study Program that is **impactful to the culture of our CWS partners, in-demand in the local corporate community, formative for our students, and foundational for the school's mission and financial health.**

By June 30, 2028, we will have accomplished:

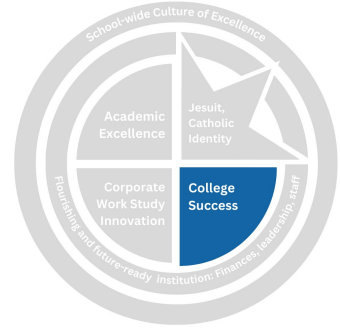
- 100% paid or funded student employment, including a waiting list for employers looking to join the program
- 90%+ retention of jobs year-over-year
- Broad awareness of our program among Atlanta's corporate decision makers
- Reputation for operational excellence, with the staff and processes needed to efficiently and consistently meet our goals
- Successful program to match alumni with corporate partner internship or full-time employment needs



To accomplish our goals, we will:

1. **Ensure we are experts in what our corporate partners need, improve stewardship of corporate partner relationships, and build resources for effective engagement.**
 - a. Institutionalize individual team members' knowledge of partner relationships to ensure the Board and Corporate Work Study committee are able to provide efficient and effective support
 - b. Create and continually refine plans for all partnerships, including prioritizing those with immediate needs or concerns and deploying Board members to cultivate individual relationships
 - c. Develop and deploy communications tools (e.g. student job descriptions) so that all partners at all levels are aware of what students are able to do in the workplace; provide individualized support to all partners that are not yet able to fill students' days with productive work
 - d. Develop and deploy a suite of resources that support streamlined pathways to contracting and renewal including template job descriptions, legal processes, confidentiality considerations, etc.
 - e. Measure the productivity of student performance in each CWS partner's workplace.
2. **Train all students in the skills required to be successful in the workplace**
 - a. Maintain strong technical training programs for students, including continued technology certifications
 - b. Offer additional training and support in "soft skills", leveraging executive functioning programming and exploring any resources that partners may have to train in customer service skills
 - c. Ensure a strong connection between executive functioning training needed for CWSP success and academic success, integrating the training into classrooms
 - d. In partnership with academic leadership, build on a student culture that takes pride in and understands the critical importance of Corporate Work Study to their individual futures.
3. **Invest in our staff, processes, and systems**
 - a. Review the CWSP staffing model and ensure appropriate staffing is in place over the course of this plan to effectively meet the goals of the plan
 - b. Identify non-staff resources to meet specialized needs (e.g. outside marketing support, customer service training for students etc.)
 - c. Identify trends consistent with successful partnerships (e.g. students working in IT, particularly promising industries) and develop resources that support replication of this success
 - d. Explore new models of partnerships as opportunities are available, possibly including engagement with entrepreneurship incubators or other variations on the typical model
4. **Connect corporate partners with highly qualified alumni for college internships and permanent employment, enhancing the unique return on investment for Corporate Work Study partners**
 - a. Communicate to corporate partners about alumni progress through college and academic and professional achievements
 - b. Develop a model and identify resource needs to match the needs of alumni and corporate partners in filling internships and full-time jobs, collaborating closely with alumni persistence staff

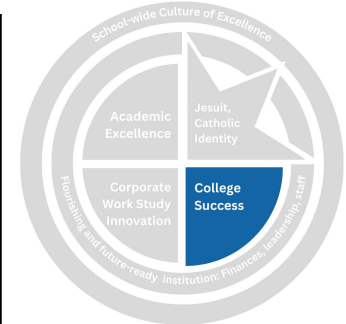
College Success



Cristo Rey Atlanta will meet the needs of our primarily **first-generation college-enrolling student body** with a college counseling and alumni support program that **ensures students are equipped to persist and graduate from colleges that match their achievements and ambitions.**

By June 30, 2028, we will have accomplished:

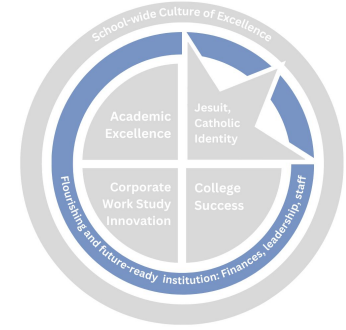
- Continued cultivation of a school-wide understanding of the value of a four-year college degree
- Increased enrollment in four-year colleges to 95%+ from 2021 baseline of 84%
- Increased enrollment at colleges more likely to support persistence through graduation
 - Increased out of state college enrollment to 55% from 43% 2022 baseline
 - “Predicted graduation rate” based on average Black/Latino graduation rates from students’ selected institutions increase to 68%+, up from 57% 2023 baseline
- Increased persistence from year 1 to year 2 at a 4 year college to 85%
- Class of 2027 on track to 65%+ Bachelor’s degree graduation rate within six years of high school graduation



To accomplish these goals, we will:

1. **Continue to build upon the strong college counseling foundation, expanding reach of college counseling programs to include more robust engagement of younger grades and families**
 - a. Create a grade 9 and 10 college counseling strategy to build familiarity with the basic knowledge and skills foundational to understanding the college process
 - b. Identify a four-year outreach plan for families to increase engagement with the college mission of the school, build realistic expectations for out-of-state enrollment and the role of debt, and to more effectively support their student through enrollment and persistence.
 - c. Continue to leverage resources from peer Cristo Rey schools and national offerings to hone the grade 11 and 12 college counseling program, focused on encouraging application and selection of institutions more likely to lead to successful completion.
2. **Develop a thorough understanding of reasons for non-completion and leverage best practices from throughout the Cristo Rey Network to hone our approach to alumni advising and support**
 - a. Develop and deploy a mechanism to collect systematic information from alumni about barriers to college completion (e.g. incentivized alumni surveys, strategic partnership with an organization that can provide research support, etc.)
 - b. Review promising practices in alumni advising from top-performing Cristo Rey Network schools and adapt our approach as needed to be effective for our specific student body and market
 - c. Consider innovations to ensure all alumni have access to timely support, e.g. a text or call “hotline” to address immediate challenges
 - d. *In collaboration with CWS:* launch and sustain a program that provides alumni with access to opportunities for jobs and internships at corporate partner sites
3. **Build on specific skill areas to ensure student preparedness for college**
 - a. Identify opportunities to build students’ social and emotional preparedness for college persistence
 - b. Explore partnerships or curricular resources that could build students’ overall financial literacy and understanding of the role of debt in paying for college
 - c. Incorporate education about majors and career opportunities into student and family communications to build realistic expectations of alignment between college and careers
4. **Establish relationships with in-state and out-of-state colleges and universities that can most effectively support our students’ success**
 - a. Identify colleges and universities that can effectively support our students, accounting particularly for institutions that accept students not academically eligible for highly selective institutions
 - b. Build relationships with colleges and universities that consider our students’ unique value to a college campus and unique support needs from admissions through college completion.
 - c. Leverage the Cristo Rey Network University Partner program as possible and relevant

Flourishing and Future-Ready Institution



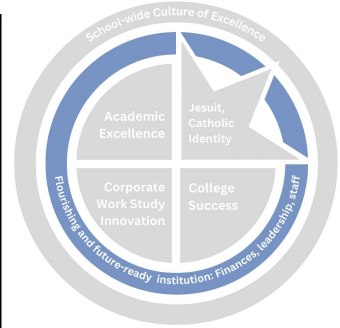
Cristo Rey Atlanta will be known as an **institution that will continue to flourish**. Our operations, leadership, finances, and facility will be **planned and managed with a sustainable future in mind**.

By June 30, 2028, we will have accomplished:

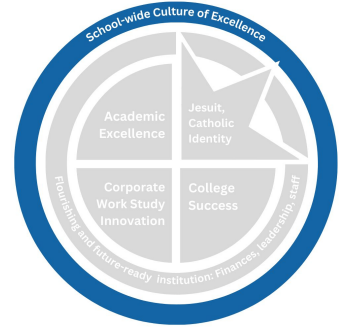
- All faculty and staff are paid at an Atlanta private school peer-group market rate
- \$20M+ in our endowment
- Jobs and philanthropic revenue goals meet and exceed our budgeted operational needs
- A plan for the future of the school's leadership is in place

To accomplish these goals, we will:

1. **Build on the strength of all funding streams**
 - a. *Consistent with Corporate Work Study Program section of the strategic plan*, maintain full employment of students
 - b. Build our organizational capacity for donor stewardship, gratitude, and communications
 - c. Fully leverage Student Scholarship Organization tax credits, or successor program
 - d. Establish a Planned Giving Society and market to donor base to increase the probability of legacy gifts.
 - e. Continue to place significant fundraising focus on the growth of the endowment fund
2. **Maintain a facility that serves our mission**
 - a. Pursue our plan to secure dedicated athletic fields to attract and retain students and grow our athletic offerings
 - b. Maintain our facility consistent with our ongoing, multi-year facilities plan
 - c. Invest in the exterior appearance of the school, including improved signage and landscaping.
 - d. In regular conversation with academic leadership, ensure facility consistently meets the needs of a college preparatory academic program
3. **Ensure future leadership continues to build on the excellence of the school**
 - a. Proactively consider profiles of potential candidates for all school leadership roles, anticipating future turnover of leadership team members
 - b. Invest in “emerging leaders” within the organization: identify junior leadership with high potential and provide professional growth opportunities
 - c. Build out options for replacing key leaders, particularly the president, including cultivation of internal candidates, identification of external sources for candidates, and consideration of staffing models to support smooth transitions (e.g. VP level hire with plans to promote)
 - d. Build an organization with a reputation that attracts talent.
4. **Operate in a way that reflects the scale and ambition of a top-performing institution**
 - a. Conduct a comprehensive salary benchmarking process and set a schedule for necessary salary increases; establish regular processes to repeat benchmarking
 - b. Conduct a review of the organizational chart on an annual basis, ensuring it is consistent with top-performing Cristo Rey Network schools, and that it reflects resource allocation consistent with the strategic plan priorities
 - c. Seek ways to streamline and mature routine operations, including:
 - i. Review and correct administrative staff levels as needed to ensure leaders are able to focus on the core priorities of their role
 - ii. Review of annual staff survey data for operational “pain points” that could be solved
 - iii. Develop and implement documented standard operating procedures for routine HR and other staff-facing procedures
 - iv. Revise internal communication processes to ensure consistent, timely, and coordinated whole-school communications
5. **Grow and sustain student enrollment**
 - a. Grow total enrollment to 525 and sustain year over year
 - b. Annually recruit a highly qualified class of ~135-140 with attention to demographic diversity
6. **Ensure continued board efficacy**
 - a. As the board evolves and individual members turn over, implement efforts to ensure that the culture of excellence on the board is sustained
 - b. Continue efforts to define and strengthen board sub-committees
 - c. Continue efforts to develop future board members through the Junior Board and retain retiring board members through the Board of Visitors
 - d. Identify specific opportunities for individual board members to serve as strong ambassadors and advocates for the program (e.g. regular posts on LinkedIn, represent the school at formal and informal events whenever possible, etc.)



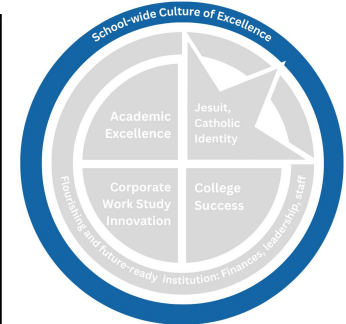
School-wide Culture of Excellence



Cristo Rey Atlanta will build on our strong foundation to ensure a cohesive and inclusive culture of excellence permeates our institution.

By June 30, 2028, we will have accomplished:

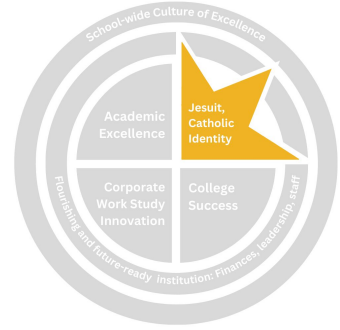
- A welcoming, proud, and engaged student culture
- A cohesive faculty and staff culture reflecting shared commitment to organizational excellence
- An invested and engaged body of parents
- Sustained progress towards a diverse, equitable, and inclusive staff experience



To accomplish these goals, we will:

1. **Continue to explore ways to enrich the student experience to ensure all students share a sense of purpose, pride, and belonging; provide sufficient, consistent supports for student social emotional health and wellness, addressing both individual needs and shared concerns (e.g. stress and burnout)**
 - a. Identify opportunities to cultivate school spirit (e.g. freshman academy, pep rallies) and create plans to maximize student engagement and ensure effective implementation
 - b. Continue to provide opportunities for student leadership and voice; partner with students to respond to opportunities
 - c. Establish opportunities to continue cross-grade level interaction (e.g. mixed grade service days, retreats)
 - d. Stabilize the counseling department to prioritize continuity whenever possible
 - e. Draft a vision and plan for student counseling department to ensure clear and sustained programmatic vision
2. **Establish structures that build a cohesive staff and faculty culture, breaking down departmental and grade level divisions**
 - a. Continue to provide regular opportunities for full faculty and staff social engagement with one another
 - b. Provide regular opportunities for faculty and staff to provide feedback; ensure feedback is reviewed and responded to
 - c. Hone internal communication routines to ensure consistent, timely, and coordinated whole-school communications
 - d. *In alignment with academic objectives above:* provide shared professional development content and consistently articulate a whole-school academic vision
3. **Build on established structures and efforts to further develop diversity, equity, and inclusion**
 - a. Continue level of commitment to hiring a diverse faculty and staff; regularly review hiring practices to ensure they support this objective
 - b. Support the faculty and staff DEI Council in developing the structures needed to be available to respond to any future incidents that threaten the school's objectives for inclusion.
 - c. Establish processes to regularly assess the efficacy of DEI efforts and ensure engagement (e.g. a staff / faculty culture survey).
 - d. Explore and capitalize on the connection between the school's Jesuit, Catholic identity and our objectives in diversity, equity, and inclusion.
4. **Grow parent engagement in ways that are purposeful and meaningful, ensuring parents are partners in student and school success**
 - a. Explore ways to engage parents that account for varying schedules and commutes (e.g. virtual engagements, remote engagements in neighborhoods, weekend events) to determine the most effective ways to bring parents into the life of the school
 - b. Continue to ensure clear and consistent communication to students across multiple channels (text, email, etc.)
 - c. *Consistent with Jesuit, Catholic Identity goals:* Provide opportunities for families to participate in liturgies or other faith formation events

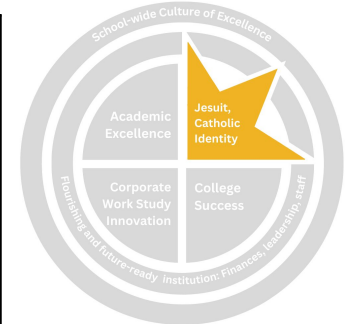
Jesuit, Catholic Identity



Cristo Rey Atlanta will deepen our engagement with the Jesuit, Catholic mission of our school, growing our vision of lay faith leadership, and deliberately integrating our faith and charism in all aspects of the school's programming.

By June 30, 2028, we will have accomplished:

- Development of a stronger and more systematic approach to faculty, staff, and board identification with our mission via formation
- A strong connection among the student body with the Jesuit, Catholic mission of the school, and evidence of deep student engagement with their faith
- Maintain robust board development in Ignatian charism



To accomplish these goals, we will:

1. **Continue to build leadership structures that support a deep connection to the school's Jesuit, Catholic mission and identity**
 - a. Secure full-time, ordained Jesuit leadership to guide Mission and Identity work and identify any other changes to the organizational chart necessary to successfully implement our goals
 - b. Continue to strengthen and refine the work of the Mission and Identity board committee
 - c. Continue formative opportunities for the Board to further shared understanding the Jesuit mission of the school, including a substantive weekend retreat, opportunities for board members to become closer to families, and other activities

2. **Evaluate Ignatian formation programming for new hires and for all faculty and staff in order to create a more formalized, integrated, and comprehensive Ignatian formation plan for all**
 - a. Design and implement an integrated adult Ignatian formation program, considering new and creative ways to offer formational experiences about Ignatian education to faculty and staff
 - b. Consider opportunities to integrate parent faith formation programming (e.g. Advent night of reflection, parent masses, etc.
 - c. Provide teachers and staff with resources, instruction, and modeling to lead reflective Ignatian prayer in the classroom.
 - d. Seek ways to embed the methodology of experience, reflection, action, and evaluation – the Ignatian Pedagogical Paradigm – in student-centered learning and formation both in and beyond the classroom.

3. **Continue robust student faith development programming to ensure all students have a deep appreciation of their own faith tradition and a vision for lifelong engagement in their faith**
 - a. Make concerted efforts to foster understanding, practice, and modeling of Ignatian discernment, and pass that practice to the students.
 - b. Include students in planning different types of prayer services and make efforts to improve students' understanding of the Mass.
 - c. Find intentional, creative, and sustained ways of reintegrating the Examen into the fabric of the school to support students and colleagues in their recognition and experience of God as an active presence in their daily life.
 - d. Explore the possibility of establishing a formal service hour requirement and ensuring that service activities and reflections are rooted in the themes of Catholic Social Teaching.
 - e. Explore further development of programming to empower upperclassmen as leaders and mentors of faith in action through retreats, service opportunities, and mentorship programming.
 - f. Continue attention to creative efforts in vivifying all-school Liturgies with student readers, musicians, a student choir, Eucharistic ministers and acolytes.

4. **Explore opportunities to further develop relationships with local parishes; considering collaboration for faith formation for students and families, student sacraments, student recruiting, or other activities.**