

Strong Roots for a Vibrant Future

The Strategic Plan for ICA Cristo Rey Academy

Our Vision:

ICA Cristo Rey Academy is entering a pivotal chapter and building on strong roots in the Catholic, Dominican tradition and the nationally recognized Cristo Rey model. Over the next three years, ICA will strengthen its foundation, deepen impact, and position the school for a sustainable and mission-driven future.

Our plan centers on four strategic priorities:

- **Build Institutional Capacity**
- **Share Our Story & Expand Our Impact**
- **Strengthen Programs**
- **Explore the Future**

Priority 1: Build Institutional Capacity

ICA will reinforce the systems, people, financial health, and governance needed to support growth and excellence.

Goals:

- Strong, well-supported Board with clear expectations and succession planning
- Sustainable budget with diversified revenue and fully funded jobs in Corporate Work Study (CWS)
- Clarity in roles, staffing, and operational systems
- Safe, secure, well-maintained facilities and technology

Key Actions:

- Recruit and develop Board members with expertise in philanthropy, strategy, and finance
- Strengthen advancement systems and major gift strategy
- Improve CWS job acquisition and employer satisfaction
- Establish performance systems, SOPs, and safety protocols
- Support leadership transitions and talent development

Priority 2: Share ICA Story and Expand Impact

ICA will shift from being a “best kept secret” to a school widely known for excellence in student outcomes, professionalism, Catholic identity, and the Cristo Rey model.

Goals:

- Strong, unified public identity and narrative (consistent communications across digital, print, and community platforms)
- Clear and compelling messaging around mission, outcomes, and CWS
- Sustained enrollment growth to 85+ ninth graders each year, with 90%+ retention to 10th grade

Key Actions:

- Build communications capacity and processes
- Refresh messaging highlighting academics, mission, and CWS
- Deepen recruitment partnerships and feeder-school relationships

Priority 3: Strengthen Programs

ICA will ensure that students receive an exceptional Catholic, college-preparatory education supported by strong culture, consistent instructional practices, and holistic support.

Goals:

- Consistent instructional vision and teacher support
- Improved academic growth on standardized tests (MAP, PSAT, SAT, etc.) and classroom assessments
- Deepened Catholic identity across curriculum and student life
- Holistic supports that strengthen belonging, wellness, and leadership
- CWS aligned to real-world expectations and student preparation

Key Actions:

- Implement instructional vision with aligned observations and PD
- Invest in math leadership, curriculum, and coaching
- Strengthen student supports, including Saturday School and potential specialist roles
- Expand mission-driven traditions, service, and family engagement
- Enhance CWS training and readiness systems

Priority 4: Explore the Future

By the conclusion of this planning period, ICA will have the clarity and readiness needed to pursue its next chapter, whether through program expansion, facility transformation, or new mission-aligned opportunities.

Goals:

- Clear understanding of long-term program, facility, and enrollment needs
- Evaluated options for growth, renovation, partnership, or relocation
- Strategic readiness for long-term sustainability

Key Actions:

- Engage stakeholders in structured discernment
- Conduct facility and space-use analysis
- Model enrollment, workforce, and financial scenarios
- Develop a set of actionable recommendations for ICA's next phase

Conclusion:

This plan positions ICA Cristo Rey Academy to strengthen its foundation, elevate student outcomes, and prepare boldly for the future - all rooted in mission, community, and the transformative power of a Dominican and Cristo Rey education.