



Covenant Christian
HIGH SCHOOL

Strategic Plan

2023-2025



2024-2025 PLANNING THEME

"Wisdom rests in the heart of a person of understanding."

Proverbs 14:33

"At its heart, strategic planning is a process that unleashes the efforts of exceptional people in fulfillment of a crucial task that is directed toward this common purpose: that you better become what God has called you to be."

Pue, Rethinking Strategic Planning, p. 25





COVENANT CHRISTIAN HIGH SCHOOL

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SECTION 01:
EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Covenant Christian High School is on a mission to combine gospel-centered mentorship with high-quality, college-preparatory education. As Covenant approaches its 30th anniversary, the school is focused on ensuring the next 30 years are impactful for both the community and the Kingdom of God. This strategic plan for 2023-2025 outlines key initiatives in Faithfulness, Sustainability, and Innovation to achieve this vision.

01 Faithfulness: Intentional Missional Alignment and Permeation

Covenant will unify its community through a cohesive spiritual formation program by Fall 2023, including a spiritual formation room and a prayer chapel. By Fall 2024, the school will formalize biblical statements on broad issues, fostering a clear biblical worldview. A culture of unity will be promoted through habitual prayer in all school activities by Spring 2023.

02 Sustainability: Careful Financial Practices and Long-term Positioning

The school seeks to fund 90% of its operating budget through tuition-based revenue by Spring 2025. Tuition increases will help eliminate the annual budget gap, aiming for \$12,000 for domestic students and \$24,000 for international students by the 2024-2025 school year. Covenant will also secure a \$2.5 million reserve fund by Fall 2025 and aims to achieve and maintain full enrollment (400 students) by Fall 2025.

03 Innovation: Anticipatory and Responsive Programming

Covenant will create a comprehensive Biblical Worldview curriculum by Fall 2024 and develop an independent Covenant Online Academy by Summer 2025 to diversify income and extend its reach. The school is enhancing its technology experience with a proprietary one-card system and a streamlined SIS platform by Fall 2023. Faculty and staff development will be prioritized through short-term sabbaticals, increased PTO, and a comprehensive Employee Care Portfolio by the start of the fiscal year 2025.

04 Growth: Expansion of Mission for Achievement of Vision

Covenant Christian High School is committed to enhancing its facilities and growing enrollment through strategic initiatives, including a targeted \$4.5 million capital campaign. The school is focused on cultivating a strong culture of giving, expanding our donor base, and extending our influence within the community. Security improvements and a comprehensive student support system are also key priorities, with goals to increase student diversity.

This strategic plan outlines Covenant Christian High School's commitment to fostering a unified Christian community, ensuring financial sustainability, and embracing innovative programming to enhance the overall educational experience and institutional health.



Strategy 01

FAITHFULNESS: *Intentional missional alignment and permeation*

Strategy 01

FAITHFULNESS: Intentional Missional Alignment and Permeation

1.1 Unified, Thinking Christian Community through Spirit-Filled Formation

Covenant Christian High School is committed to fostering a unified, thinking Christian community through intentional and spirit-filled formation. This initiative aims to holistically support students' spiritual needs, cultivate a clear biblical worldview, and foster a culture of unity and prayer within the school community.

Initiatives and Goals:

Formalize a cohesive, school-wide spiritual formation program

Formalize biblical statements on major broad issues

Create a culture of unity through a habit of prayer

1.2 Spirit-Filled Interactions

Covenant High School seeks to enhance community trust, unity, and clarity through spirit-filled interactions. This initiative focuses on equipping all members of the school community to understand and articulate the foundations of Covenant's mission, vision, and values, and to align athletic programs with the school's Christian principles.

Initiatives and Goals:

Equip and train employees, trustees, students, and parents

Broad alignment of coaches, students, and parents to the Covenant Way

Status and Progress:

Employee and Parent Training: Initial training programs are in place, with ongoing peer-to-peer training mechanisms established to ensure continuous engagement and reinforcement of Covenant's foundational values.

Athletic Program Alignment:

Summer orientation sessions for coaching staff have been conducted, alongside preseason meetings to set expectations for parents and students. Community events and written devotions have fostered a deeper understanding and alignment with Covenant's values.



Strategy 02

SUSTAINABILITY: Careful financial practices & long-term positioning

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SUSTAINABILITY: Careful financial practices & long-term positioning

2.1 Short-Term, Incremental Institutional Positioning through Budgeting

Covenant Christian High School is committed to ensuring financial stability and sustainability through careful budgeting and incremental institutional positioning. This strategy aims to fund a significant portion of the operating budget through tuition-based revenue and progressively eliminate the typical yearly nonprofit budget gap.

Initiatives and Goals:

Ensure 90% of the Operating Budget is funded through tuition-based revenue
Increase Domestic and International Yearly Per Student (YPS) Tuition

Status and Progress

Tuition-Based Revenue Funding:

Current efforts are on track, with operational budgets already reflecting conservative enrollment estimates and departmental budgets being adjusted based on approved needs.

Tuition Increases:

The current domestic YPS is \$11,485, projected to reach the \$12,000 target by the 2024-2025 school year. The increase in international YPS is also progressing as planned, positioning the school to meet its revenue goals.

2.2 Long-Term Positioning through Savings and Legacy Giving

Covenant aims to ensure long-term financial health and stability through strategic savings and legacy giving initiatives. This strategy focuses on building substantial reserve funds, fully funding annual depreciation expenses, and achieving consistent yearly cost savings.

Initiatives and Goals:

Secure a ½ year reserve fund
Fully fund annual depreciation expenses
Generate 1%-2% yearly cost savings

Status and Progress:

Reserve Fund

The current reserve stands at \$2.2 million (as of February 2024), on track to meet the \$2.5 million target by Fall 2025. The plan includes maintaining a surplus of \$50k per quarter.

Depreciation Funding

Significant facility upgrades, including HVAC controls and VAV replacements, have been completed, with further projects like chiller installations planned for Fall 2024.

Cost Savings

Initiatives to streamline operations and secure cost savings are in progress, with ongoing evaluation to ensure continued financial efficiency.

2.3 Full Funding through Full Enrollment

Covenant aims to achieve and maintain full enrollment to ensure a robust primary revenue stream. This strategy focuses on reaching full facility capacity, balancing full-pay families, enhancing fundraising efforts, and adjusting tuition as needed.

Initiatives and Goals:

Achieve and maintain enrollment at full facility capacity (N=400):

Status and Progress:

Current Enrollment:

As of August 2023, the current enrollment stands at 385 students. The school is on pace to achieve full enrollment of 400 students by Fall 2024, one year ahead of the target.



Strategy 03

INNOVATION: *Anticipatory and responsive programming*

Strategy 03

INNOVATION: Anticipatory and responsive programming

3.1 External Academic Offerings

Covenant Christian High School aims to enhance its academic offerings by developing a comprehensive Biblical Worldview curriculum and establishing the Covenant Online Academy. These initiatives are designed to ensure long-term student success and diversify income streams while extending the school's mission beyond geographical and traditional limitations.

Initiatives and Goals:

Create a marketable, cohesive, and comprehensive Biblical Worldview curriculum
Develop Covenant Online Academy

Status and Progress:

Biblical Worldview Curriculum

The curriculum development is in progress, with significant input from various departments and external advisors to ensure a cohesive program.

Covenant Online Academy:

The initial phase has been successfully rolled out, with over 50 classes offered for credit recovery in Summer 2022 and 35 classes in Summer 2023, generating \$26k in revenue. The goal of achieving full independence from external platforms is on track for Summer 2025.

3.2 User Technology Experience

Covenant aims to enhance the user technology experience by developing a proprietary one-card system and improving the Student Information System (SIS) platform. These initiatives are designed to streamline operations, capture additional revenue, and provide a more efficient and seamless experience for students, staff, and parents.

Initiatives and Goals:

Develop a proprietary one-card system

Provide a more seamless and efficient SIS experience

Status and Progress:

One-Card System

The Covenant Connect app and proprietary one-card system were successfully deployed by Fall 2022. The transition to an 80% cashless program is on track for completion by Winter 2023.

SIS Improvement

The school opted to renew the Blackbaud contract for three years, enhancing functionalities and broadening training to ensure a more seamless experience. Initial improvements are underway, with full implementation expected within the next two years.

3.3 Faculty and Staff Development, Wellbeing, and Retention

Covenant is dedicated to fostering the development, wellbeing, and retention of its faculty and staff. This strategy focuses on providing opportunities for personal renewal, establishing programmed rhythms of rest, and creating a comprehensive Employee Care Portfolio to support the holistic health of all employees.

Initiatives and Goals:

Develop short-term sabbaticals for fully vested staff/faculty

Enact and encourage programmed rhythms of rest

Design an Employee Care Portfolio

Status and Progress:**Short-Term Sabbaticals:**

The schedule for faculty sabbaticals is set, with policies for staff sabbaticals still in development.

Programmed Rhythms of Rest:

Personal days for teachers have been doubled as of the end of FY2022, with further policies being aligned to support rest and professional development.

Employee Care Portfolio:

Development is underway, with a series of initiatives being tested and refined to ensure comprehensive support for employee wellbeing.

3.4 Establish Student-Run Businesses

Covenant aims to support student enterprise and fund various clubs by establishing student-run businesses. This initiative focuses on utilizing existing and new vending options to create opportunities for practical business experience and generate revenue for student activities.

Initiatives and Goals:

Establish student-run businesses from existing and new vending options

Status and Progress:**The Cove Coffee Shop:**

Plumbing and electrical installations have been completed. Equipment has been installed and is operational. Primary leadership and management roles have been established, with Stevenson and Fightmaster serving as managers. DECA has created a comprehensive business plan. The coffee shop had a soft opening in December 2023 and achieved profitability within two weeks. The grand opening happened in March 2024, featuring branding and merchandise.



Strategy 04

GROWTH: *Expansion of mission for achievement of vision*

Strategy 04

GROWTH: Expansion of mission for achievement of vision

4.1 External Academic Offerings

Covenant Christian High School aims to enhance its facilities and increase enrollment through strategic capital campaigns and reimagining existing spaces. This strategy focuses on raising funds for growth and improving the school's infrastructure to support an expanded student body and a comprehensive range of academic and athletic offerings.

Strategies:

Execute a quiet capital campaign for growth (\$4.5 million+)

Enhance and reimagine existing facilities

Expand our Sphere of Influence

Status and Progress:

Culture of Giving

Efforts are underway to enhance messaging and storytelling across platforms, with a focus on creating personal and impactful communications that resonate with the community.

Donor Base Growth

Engagement journeys and cultivation plans are being segmented, with an increase in personal visits and contacts to build stronger donor relationships. A detailed advancement management plan is in development to guide these efforts.

Sphere of Influence Expansion

Strategic representation on committees and the recruitment of Covenant Ambassadors are in progress, aiming to diversify and expand the school's influence and support base.

4.2 True Advancement Impact and Culture

Covenant aims to foster a culture of giving, build a robust donor base, and expand its sphere of influence. This strategy focuses on ingraining a culture of support, cultivating long-term donor relationships, and increasing the school's visibility and engagement within the broader community.

Initiatives and Goals:

Cultivate a Culture of Giving
Build and Grow our Donor Base
Expand our Sphere of Influence

Status and Progress

Culture of Giving

Efforts are underway to enhance messaging and storytelling across platforms, with a focus on creating personal and impactful communications that resonate with the community.

Donor Base Growth

Engagement journeys and cultivation plans are being segmented, with an increase in personal visits and contacts to build stronger donor relationships. A detailed advancement management plan is in development to guide these efforts.

Sphere of Influence Expansion

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4.3 True Advancement Impact and Culture

Covenant aims to enhance student care through comprehensive security measures, holistic support, and increased diversity. This strategy focuses on implementing robust data security and improving student support systems.

Initiatives and Goals:

Implement new security plan and staff training program
Develop holistic student care and support
Increase student racial and ethnic diversity to 30% non-white

Status and Progress:

Security Plan and Training

Training for trainers through ACSI resources is scheduled for early Fall 2024, with required training for all staff by mid-Fall 2024. Parent seminars on "Teens and Technology" and "Depression and Anxiety" have been conducted, and child protection training for faculty, staff, and coaches is ongoing.

Holistic Student Care

Professional development on "Trauma-informed teaching and learning" is scheduled for Presidents Day 2024. A centralized log of student notes and incidents has improved data accessibility for the administration and student care team.

Diversity Increase

The current non-white student population is at 20% (as of April 2023). Efforts to increase diversity include participation in the Indiana Latino Consortium and building relationships at feeder school events.

4.4 Marketing (need for product) & Brand (feel about product) Permeation

Covenant looks to strengthen its marketing and brand permeation through a comprehensive evaluation of its brand strategy and the development of standardized templates for departmental marketing initiatives. This strategy focuses on creating a consistent and impactful representation of Covenant across all communication platforms and ensuring alignment with brand standards.

Initiatives and Goals:

Complete a comprehensive brand strategy evaluation

Develop appropriate templates for departmental marketing initiatives


Status and Progress:

Brand Strategy Evaluation

The comprehensive evaluation is in progress, with key departments actively contributing to the development of implementation documentation. The goal is to ensure a unified and consistent brand presence across all communications and platforms.


Marketing Templates:

Initial templates have been created and distributed to departments. Quarterly evaluations are planned to ensure alignment with brand standards and to make necessary adjustments for continuous improvement.



We are deeply grateful to each of you
who have joined us in this journey.

Your steadfast support and
commitment to our mission reflect a
shared faith in the transformative
power of Christian education.



As we look forward, we continue to trust in God's guidance and provision, knowing that together, we can shape a future filled with promise and purpose for every student at Covenant.

Thank you for being an integral part of this community, as we strive to educate and inspire the next generation of leaders

