

A photograph of two young girls with blonde hair, wearing white school shirts and black ties, sitting on a swing set. The girl in the foreground is smiling and holding the swing chain. She has a large red bow in her hair. The girl behind her is also smiling. The background is a soft-focus outdoor setting.

THE COVENANT SCHOOL

Be Transformed

A Five-Year **Strategic Plan**

Faithfully Forward
Becoming and Belonging



Faithfully Forward

Becoming and Belonging

Introduction to the Strategic Plan

- Covenant's history since its inception in 1993 is a demonstration of God's covenant faithfulness to His children. **Faithfully Forward: Becoming and Belonging** is a strategic plan that builds on the legacy entrusted to us by many faithful families and faculty while anticipating areas for growth and continued improvement as we seek to stay true to our founding mission.
- Similar to how a master plan identifies and prioritizes the optimal use of our campus space, a strategic plan is a tool for leadership in identifying and sequencing larger goals and discrete tactics that assist Covenant in achieving missional integrity as our school grows, matures, and navigates a changing environment over the next five years.
- This plan, which includes a Statement of Purpose and a Portrait of a Covenant Graduate, was constructed with input from many sources in our community. It articulates our aspirations and vision. Successful implementation will require commitment from our entire school community. We invite you to learn more about this vital task as we each help Covenant move **Faithfully Forward**.



Message from the Board

Dear Covenant Community,

Our school family is motivated by a shared desire to provide our children an excellent, engaging classical education, utilizing Charlotte Mason's principles in keeping with a Biblical worldview.

We named our plan "Faithfully Forward" to remind us that as we move forward with wisdom and purpose, we must do so in ways that are faithful to our heavenly Father and His word, our philosophy of education, and Covenant's rich history and culture.

"Becoming and Belonging" reminds us that being transformed into the image of Christ is a life-long pursuit, and by God's grace, we are all becoming who and what He wants us to be. We also desire Covenant to be a place of belonging for every member of the Covenant community. We are a community that belongs to a larger family of Christ.

We are excited to partner with like-hearted families and faculty in creating a joy-filled campus pursuing a purposeful educational experience. In doing so, it is our prayer and hope that Covenant can continue to achieve its mission for the next five years and for generations to come.

Sincerely,

The Covenant School Board of Trustees

Eliot Kerlin, *Chairman of the Board*

Allan Koenig

Amy Anderson, *Vice Chairman*

Gary Koerner

Jeff Walker, *Secretary*

John Lewis

Ray Sperring, *Treasurer*

Tony Long

Robert Littlejohn, *Head of School*

Brian McFarlane

Elise Harper

Andrea Thomason

Gregg Hodges

Our Mission

Covenant exists to glorify God by equipping students with the tools necessary to pursue a lifetime of learning so that they may discern, reason and defend truth in service to our Lord, Jesus Christ.



Core Values

We maintain these core values of our founding families:

- ☐ **Honoring God**
through humility, sacrifice, and service.
- ☐ **Teaching from a Christ-centered worldview**
with all subjects integrated around the revealed Word of God.
- ☐ **Recognizing the primacy of parents**
in their children's education.
- ☐ **Employing outstanding teachers and administrators**
who confess and demonstrate the saving work of Jesus Christ in their lives, a reverence for the classical tradition, and a life-time love of learning.
- ☐ **Encouraging each student**
to grow in his or her personal relationship with Jesus Christ.
- ☐ **Applying grammar, logic, and rhetoric**
to spur on students' love of truth and discovery.
- ☐ **Emphasizing the classical liberal arts and sciences**
(the Trivium and Quadrivium) and Charlotte Mason principles as the primary means of teaching and learning.



History

God's Faithful and Abundant Provision of Families, Faculty, Funds and Facilities

1993

Covenant Christian Family School (K-6) founded

by 6 families who desired a Christ-centered, classical education for their elementary-aged children. Enrollment - 26

1996

Logos Academy (7-9) founded

to continue this education and prepare for college, eventually growing to includes grades 7-12.

2001

The Covenant School (K-12) formed

by merging Covenant Christian Family School and Logos Academy. Enrollment - 230

2004

Land purchased

after renting from Midway Baptist, Central Christian Church, Highland Park Baptist, Northhaven Baptist, and Shearith Israel. Enrollment - 268

2007

Won first Henderson Cup

as recognized by TAPPS for championships earned in fine arts, athletics, and academics, repeating again in 2008, 2017, 2018, and 2019.

2008

Moved on to Valley View campus

into modular buildings. Enrollment - 389



Keith Koop led prayer walk to new campus.

2012

Carson Leslie Center opened

as our first permanent building, in honor of student Carson Leslie who bravely fought his battle with pediatric cancer. Enrollment - 514

2014

Rhetoric Hall opened

as the first academic building, with plans to someday house the Logic School. Enrollment - 550

2018

25th anniversary celebrated

beginning with a community-wide visioning summit and festivities. Enrollment - 625

2020

Field lights installed

on Frank Miller Field

2021

Second academic building opens

as the new Rhetoric Hall. Approximate Enrollment- 671

"The overarching theme of the story of Covenant is of God's faithful and abundant provision, consistently and abundantly and beyond all we could ever ask or imagine."

Gregg Hodges, Sustaining Board of Trustees Member

"We marvel at 25 years at what God has done. When we started this school, we prayed every year and time and again for the next generation, who would come along, jump in, roll up their sleeves, and continue this education."

Gary Koerner, Founding Parent and Sustaining Board of Trustees Member



Statement of Purpose

The Covenant School of Dallas is a classical, Christian kindergarten through 12th-grade school that teaches, trains, and shepherds students, in partnership with parents and families, to love God with all their hearts, souls, and minds, and to love their neighbors as themselves.

Staying true to the school's mission, a Charlotte Mason-inspired classical Christ-honoring curriculum forms the basis of a Covenant education. This liberal arts education, based on the trivium and quadrivium, builds a foundation for mastery of the knowledge, skills, virtues, and experiences that pave the way for a lifetime of learning.

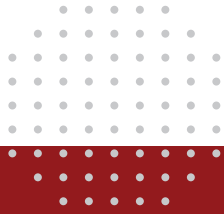
As a unified community rooted in the conviction that human beings are persons made in the image of the Triune God, Covenant recognizes the importance of relationships in the educational process, demonstrated in the mutually beneficial interactions of students, staff, and families.

These interactions produce a connected, joyful community that is actively and sacrificially engaged in each member's learning journey. Because we are all aligned to the same mission, the community is unified and inspired by a shared commitment to Christ, to the authority of Scripture, to an orthodox Biblical worldview, and to the value of a classical education in pursuing these. Amidst an ever-changing culture, the Covenant community is firm in its commitment to truth, judicious in making difficult decisions, and compassionate in showing love to the world.



Students grow in knowledge, understanding, and wisdom to love God thoughtfully and to impact the world for His glory.

This growth is achieved by educating the whole student through hard work and the work of grace in renewing minds. Within an atmosphere of predictability and support, families and faculty work together throughout their time at Covenant to instill in students the habits and virtues necessary to value and embody the good, the true, and the beautiful in all areas of life, as outlined in our Portrait of a Graduate.

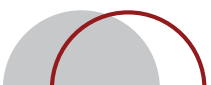


In a thriving academic environment, Covenant values having a faculty of compassionate mentors who shepherd students through a curriculum that champions God's created natural order.

Within a collegial culture, staff demonstrate the saving work of Jesus Christ and pursue this lifetime love of learning.

As a like-hearted network of families, parents recognize their God-given responsibility to train up their children in the Lord.

In humility, parents partner with Covenant and each other in a journey of educating their children by preparing them for their own God-directed life path, in contrast to the broader culture that dictates a child's way for him. Families from a variety of churches and denominations join together to form this grateful, theologically-diverse, and mission-minded community of faith and learning.



Portrait of a Graduate

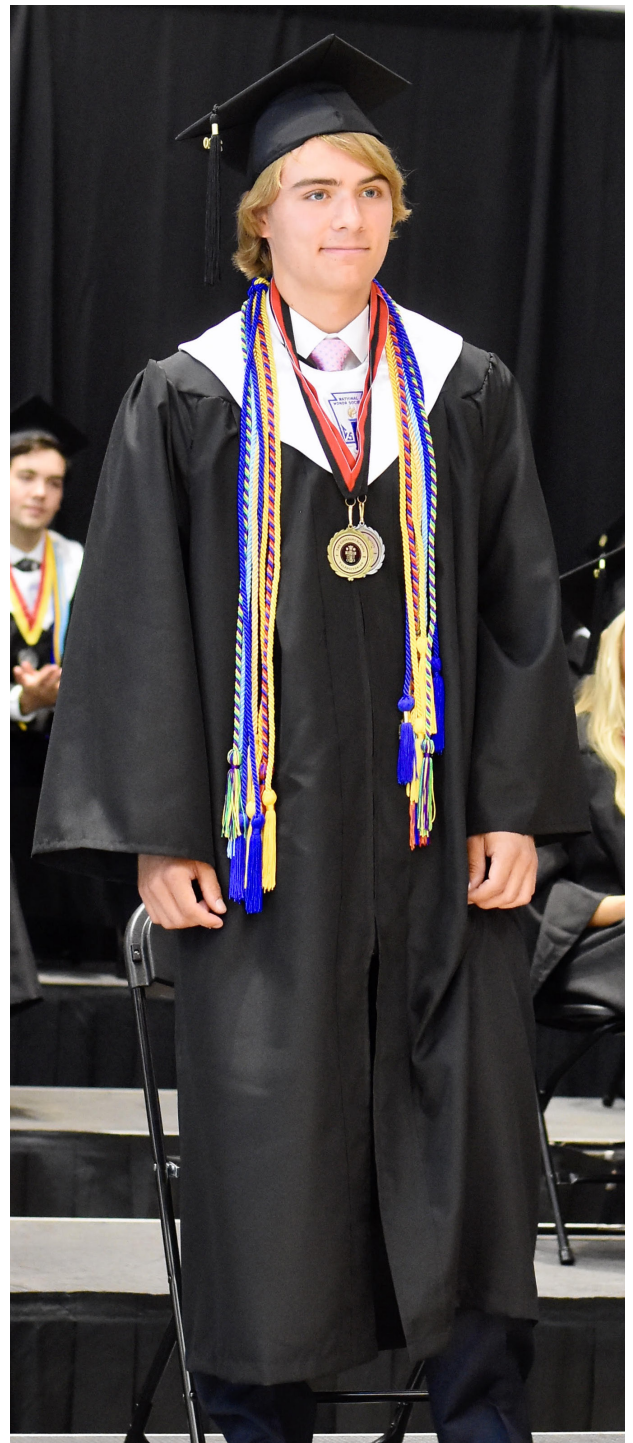
Through the course of a Covenant education, Covenant graduates have been disciplined and shepherded to pursue God, eagerly engage in learning, diligently endeavor to excel in and enjoy all areas of life, communicate in a winsome manner, and joyfully serve. It is our hope and prayer that through every student's Covenant journey, they will be equipped to recognize and pursue God's calling and to glorify Him throughout a purpose-filled life.

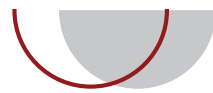
☐ **A Covenant graduate is primarily a disciple of Jesus Christ.**

Graduates exemplify this foundational relationship with Christ through reading and knowing the Holy Scripture, communing with God in prayer, seeking God's will, serving Christ with their entire beings, and joyfully living out biblical virtues, both inside and outside the classroom. No matter what the culture around them may say, they discern the truth and will lovingly and courageously lead their community throughout life with enduring faith, hope, and love. **Psalms 1:1-3**

☐ **A Covenant graduate thinks both broadly and deeply about God's world.**

Growing in wisdom, they have a posture of wonder and appreciate the process of reasoning through weighty ideas, asking thoughtful questions, and hearing the opinions of others. They love the good, the true, and the beautiful, as recognized in God's creation and providence, discerning these through a life-long interest in nature and in human history, story, and art. **Proverbs 4:5-7**





A Covenant graduate strives to excel in and enjoy all areas of life.

Amidst persecution or failure, graduates are willing to work hard and persevere, understanding that the aim is not perfection but God's glorification. They work with excellence while recognizing the need for harmony, rest, and enjoying outside interests. In humility, they cultivate all of life's areas: relationship, intellect, imagination, will, body, and spirit. **Colossians 3:23-24, Ephesians 2:8-10**



A Covenant graduate has an outward focus with care for the people and things of God.

Graduates are kind and empathetic, engaged in serving and leading their community. They seek to understand and meet neighbors' needs, pursuing the habit of active service to others. They are not self-seeking and have been thoroughly equipped for a lifetime of Kingdom service and humble servant leadership, in actively transforming the culture for the cause of Christ and for the good of humanity. **Micah 6:8**



A Covenant graduate is a winsome communicator who chooses words wisely.

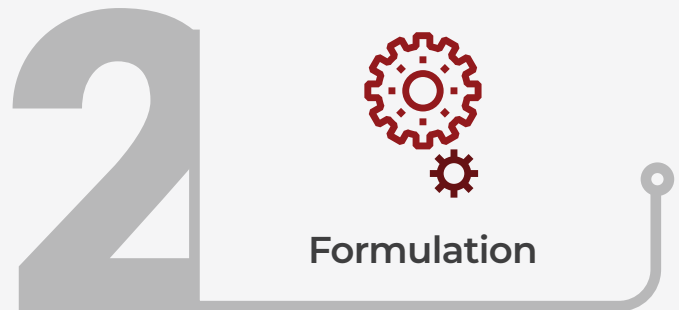
In both written and oral and through both public and interpersonal communications, they convey difficult and daunting truths in a gracious, logical and persuasive manner. Able to truly listen to others, graduates are respectful, personable, and kind while still confidently and competently representing the truth. **I Peter 3:15**



A COMMUNITY PROCESS for



God has blessed The Covenant School with a rich 27-year history, and our trustees and administration are committed to honoring our heritage by guarding our mission, purpose, and values while ensuring a thriving future for Covenant families for decades to come.



A multi-year planning process has included multiple points of input and feedback. Annually, parents complete a survey covering many dimensions of our school experience.

In **August 2018**, a day-long, community-wide visioning summit provided valuable whole-community input, identifying priority needs and desires.

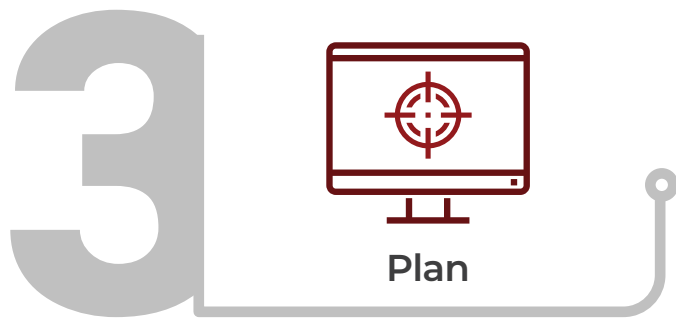
In **2019**, the senior administrative staff held two strategic planning sessions, and Best Christian Workplaces International conducted a thorough employee survey.

During the **fall of 2020** at their strategic retreat, the Board initiated a process to articulate a formal strategy document. Over multiple sessions, input from trustees, parent representatives and senior administration formed the Statement of Purpose and Portrait of a Graduate.

In the **winter of 2021**, trustees, administration, and parent representatives participated in a two-day strategic planning retreat focused on maintaining and strengthening our school. The Board of Trustees also brainstormed and examined external threats to the future of Covenant. This input was evaluated and is prioritized into our plan.



the Strategic Plan



In April of 2021, Covenant's Board of Trustees voted to approve the strategic plan, which is outlined on the following pages.



Successful implementation determines the value of any plan. The Head of School administration, and trustees will lead implementation of prioritized objectives in sequenced annual agendas over each of the next five years, including specific task-owners, timelines, and metrics.



FIVE IMPERATIVES

And Five Years

Our strategic plan is built on the foundations of Christ and community, with five imperatives. Each imperative has specific ends, goals, and action areas.

We will focus on the following imperatives to achieve the associated ends:

01

Missional Integrity

In five years, Covenant's trustees, faculty, students, and parents will maintain a unified, sacrificial commitment to our mission of Biblical, Charlotte Mason-inspired, classical learning.

02

Exceptional Academic Programming

In five years, Covenant's programs will have benefited from ongoing thoughtful improvement, leading to optimal effectiveness, cohesion, alignment, and balance – based on the highest standards of excellence.

03

Flourishing Student Culture

In five years, Covenant's campus will continue to be known as a joyful place of learning for students of all ages, characterized by faith, hope, and charity in an environment where students exhibit incremental growth in their development of spiritual, academic, social, athletic, artistic, service, and leadership skills.

04

Faithful Leadership Development

In five years, Covenant's trustees, administration, and faculty will have benefited from a systematic plan for development, accountability, and recognition, closely tied to the fulfillment of Covenant's mission and vision.

05

Future-Minded Planning

In five years, Covenant will have implemented long-range plans that anticipate coming challenges and secure a flourishing future for coming generations.



A Deeper Look at the Five Imperatives

01

MISSIONAL INTEGRITY

END: In five years, Covenant's trustees, faculty, students, and parents will maintain a unified, sacrificial commitment to our mission of Biblical, Charlotte Mason-inspired, classical learning.

A. Missional and strategic clarity

Seek to communicate clarity and predictability around our programs and curriculum, which stay true to Covenant's mission, through clear philosophy and mission statements for each division and through regular visioning and strategic planning cycles.

B. Continuous education on mission components

Become increasingly committed to Covenant's mission through both depth of understanding and ability to communicate to others who we are, what we do, and why we do what we do by promoting parent, faculty, and trustee education opportunities.

C. Effective admissions and administration that furthers our mission

Strategically utilize the admissions process and financial aid to further missional integrity.





02

EXCEPTIONAL ACADEMIC PROGRAMMING

END: In five years, Covenant's programs will have benefited from ongoing thoughtful improvement, leading to optimal effectiveness, cohesion, alignment, and balance – based on the highest standards of excellence.

A. Effective pedagogy

Ensure educational outputs are consistent with our academic programming expectations and desired outcomes by examining curricular priorities and testing protocols.

B. Curricular alignment and cohesion

Provide a comprehensive classical, Charlotte-Mason-inspired education throughout a Covenant student's career where academic subjects build upon prior curricular learning, with a focus on cultivating a culture of joyful learning

C. Routine evaluation of academic offerings

Evaluate expanding and deleting educational offerings in fulfillment of our Portrait of a Graduate.

FLOURISHING STUDENT CULTURE

END: In five years, Covenant's campus will continue to be known as a joyful place of learning for students of all ages, characterized by faith, hope, and charity in an environment where students exhibit incremental growth in their development of spiritual, academic, social, athletic, artistic, service, and leadership skills.

A. Purposeful spiritual formation

Evaluate the effectiveness of Covenant's spiritual instruction, discipleship, and character formation, including reviewing the connectedness of chapel, scripture memory, service projects, and practical theology

B. School-life balance

Allow for sufficient time to learn, be with family, and pursue outside interests as we pursue an education that results in joy in the process and lifetime learners.

C. Robust, cross-grade culture of encouragement and care

Harness the benefits of having all grades on the same campus by increasing connections across all three divisions and build lasting relationships among students.





D. Thriving fine arts program

Continue to grow the fine arts programming, offering students broad experiences and opportunities to develop expertise and proficiency.

E. Athletic excellence

Pursue excellence in athletics through prioritizing balance and character development, attracting, retaining, and developing coaches, aligning sports, holding all participants accountable to represent Christ well and disciple towards a love of Christ, and extending Covenant's athletic vision.

FAITHFUL LEADERSHIP DEVELOPMENT

END: In five years, Covenant's programs will have benefited from ongoing thoughtful improvement, leading to optimal effectiveness, cohesion, alignment, and balance – based on the highest standards of excellence.

A. Purposeful board leadership

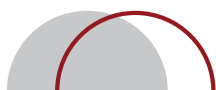
Endeavor to improve board efficacy and function through clear articulation of policies and anticipation of strategic needs, with focus on best practices in orienting, educating, maintaining, and evaluating trustee effectiveness, individually and as a Board.

B. Attraction and retention of excellent, like-hearted faculty and staff.

Audit effectiveness in attracting, hiring, training, and retaining faculty and staff who are aligned with and committed to Covenant and classical education.

C. Culture of accountability that invests in leadership development

Ensure that Covenant's staff is characterized by a supportive culture that promotes transparency, growth, predictability, accountability, and reward.





D. Succession planning

Pursue excellent and like-hearted personnel to prepare for future openings in teaching, coaching, and administrative roles.

E. Leadership learning and opportunities throughout campus

Equip students with a deep understanding of leadership, and expand opportunities for students to practice leadership.

FUTURE-MINDED PLANNING

END: In five years, Covenant will have implemented long-range plans that anticipate coming challenges and secure a flourishing future for coming generations.

A. Board governance and accreditation

Ensure institutional readiness for re-accreditation with mission-aligned agencies by reviewing and clarifying board policies.

B. Financial stewardship

Maintain a sustainable, long-term financial model that preserves and prudently pursues growth of the school's net asset base, including cash contingency reserves.

C. Policy consistency

Ensure a high level of professionalism in all administrative areas, including routinely reviewing all policy manuals and clarifying Covenant's philosophy of unity and diversity.





D. Clear, cogent master plan

Maximize the physical space Covenant owns and explore opportunities for expansion with thoughtful, sequenced construction campaigns that build on our outdoor learning village style and are regularly communicated to our community.

E. Readiness for future

Strategically prepare for the anticipated legal, culture, and curricular challenges in our culture and surroundings, with a focus on maintaining missional alignment and socio-economic diversity within the Covenant community.



THE
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