



TRINITY

Christian School

STRATEGIC PLAN

2023

OUR MISSION

The mission of Trinity Christian School is to provide a quality Christian education for the children of believing parents of our community from Kindergarten to twelfth grade. This education will emphasize that God is to be glorified in all aspects of our lives.

All subjects will be taught from a Reformed Biblical perspective that honors our Triune God as creator, redeemer, and sanctifier.

Our goal is to equip our students to fulfill their calling in family, church, and society in a way which is pleasing to their Lord and Savior, Jesus Christ.



Letter From Head of School

“We will...tell to the coming generation the glorious deeds of the LORD, and his might, and the wonders that he has done...which he commanded our fathers to teach to their children, that the next generation might know them, the children yet unborn, and arise and tell them to their children, so that they should set their hope in God and not forget the works of God, but keep his commandments.” Psalm 78:4-7

As Psalm 78 tells us, God has entrusted His people with a charge to tell the coming generation of the glorious works of the Lord. This is a task primarily for parents, but Trinity Christian School has the great privilege to come alongside them and assist with this responsibility. The TCS Board of Trustees and Administration recognize the stewardship that falls to us as leaders in this mission. We serve the TCS community well when we plan for the future, and that is the primary focus of this document: to lay out a strategic plan for the next five years. In the midst of this planning, however, we also want to acknowledge the Lord’s faithfulness in our school’s history and His present call to raise up the next generation of servant learners for His glory. Gratefully remembering our past and thoughtfully examining our present help to wisely inform our future as a school.

Trinity seeks to **BUILD ON THE PAST**. By God’s grace, the school has enjoyed a remarkable history encompassing 70 years. The school opened in the fall of 1953 with 50 kindergarten students. The founders of the school were members of Covenant Orthodox Presbyterian Church who were committed to telling “the coming generation the glorious deeds of the LORD.” Over the years, a school mission statement was crafted to solidify the school’s focus: to partner with Christian parents in educating their children to fulfill their calling in family, church, and society for the glory of God. We remain strongly committed to this same mission today.

Trinity also seeks to **BE FAITHFUL IN THE PRESENT**. Today, the school enrolls more than 400 students in kindergarten through twelfth grade, including the children and grandchildren of many Trinity alumni. It’s exciting to see generation after generation of parents “arise and tell” the works of the Lord to their children and to continue the work of partnering with them. Our primary focus





of providing a formative Christian classical education remains strong, even as we develop many additional opportunities for students to participate in the performing arts, extracurricular sports, and other clubs. We seek to be faithful stewards of the people, programs, and facilities that God has currently entrusted to us.

Finally, Trinity seeks to PREPARE FOR THE FUTURE. As the school completes its seventh decade of service to our community, we understand that strategic planning is vital to the ongoing health and future of the school. Our board members, administrators, faculty, and parents have a vested interest in Trinity's success. We share a desire that Trinity continues to be a place where generations of children are both taught the glorious works of the Lord and equipped to serve Him well.

With this vision for the school's future, the Trinity Board of Directors launched a formal strategic planning process in the fall of 2019. In addition to countless hours of board discussion, we sought the input of many in the Trinity community through focus groups and subcommittees made up of parents, alumni, faculty, and others strongly committed to the success of the school. We trust that the plan detailed in the pages to follow reflects the collaborative nature of this process. It represents our best efforts to capture both God's leading and the wisdom of our community. The execution of this plan provides new challenges; but we are confident that through God's grace, along with your prayers and assistance, the mission of Trinity will be advanced.



Please join us in praying that this strategic plan will lead to God's glory and praise, in order that coming generations might know Him, set their hope in Him, and keep His commandments.

Sincerely,

Mr. Kennedy-Henriquez





INITIATIVE 1

**ENSURE OUR FACILITIES ALIGN WITH OUR
SPIRITUAL AND EDUCATIONAL GOALS**

Since our inception the Lord has blessed Trinity with multiple facilities to meet our changing needs and increased enrollment. We were able to expand our grade offerings in the 1960s, again in the 1970s, and yet again in the 1990s by purchasing larger and larger buildings. As each space reached capacity, God clearly provided by presenting us with a facility sized to meet Trinity's needs.

When we moved to our current location in 1989, it was difficult to imagine outgrowing this space. But the Lord has been faithful in sustaining and growing Trinity over the last three decades. We are once more faced with the blessings and challenges of increased enrollment, including nearing capacity at our current facility.

As Christians, we are called to steward the assets the Lord has entrusted to us. For Trinity, such stewardship not only entails ongoing maintenance and upkeep of our buildings and grounds but also planning for our school community's future needs. To effectively accomplish our mission of Christian education during this season of growth, we must look to renovate and expand our current facility.





GOALS

1

Develop detailed plans for a new multipurpose facility and additional parking to accommodate larger after-school gatherings stemming from Trinity's increased fine arts, athletics, and extracurricular offerings.

2

Create a faculty office space to decouple faculty from classrooms, thus enabling more flexible use of existing classroom space and encouraging further collaboration between faculty members.

3

Investigate additional local expansion opportunities, near term and long term, within the Forest Hills community.

4

Develop and implement a comprehensive maintenance/improvement plan for the known long-term needs of our aging building and equipment.





INITIATIVE 2

**FOSTER A CHRIST-CENTERED COMMUNITY THROUGH
DEEPENED INTRA- AND INTER-RELATIONSHIPS**

Scripture testifies that God has created us to live in fellowship with himself, with each other, and with our greater community. This biblical truth demands that we, as his image-bearers, develop a sense of unity and God-honoring community with those around us.

As witnessed in our current cultural climate, this sense of unity is often lacking in our communities. Here is where we as the church — and, by implication, Christian schools like Trinity — have the noble calling and unique opportunity to model Christ-centered community to a watching world. As we nurture unity within the Trinity family and seek out the good of our neighbors, we point to the transformational power of God’s grace. Additionally, as we prioritize this sense of community, we prepare our graduates to do the same, equipping our young men and women to establish Christ-glorifying community wherever the Lord leads them.



To foster the sense of community to which we are called, we must be intentional in developing new and existing avenues through which we can build relationships that exemplify Christ’s love within our school and within the relationships we form with the broader community around us.





GOALS

- 1 **Create formal mentoring opportunities and a referral program for all students and families.**
- 2 **Provide staff and faculty training to help meet the diverse student needs represented on campus.**
- 3 **Continue to ensure new families feel welcomed to the school community and able to seamlessly transition to life at Trinity through initiatives that encourage spiritual edification and relationship building.**
- 4 **Establish new and promote existing opportunities for past, present, and future families of Trinity to engage with the school community through meaningful fellowship.**
- 5 **Develop relationships with our neighbors in Forest Hills, becoming an integral part of the community in which God has planted to serve and to witness.**
- 6 **Leverage new and existing partnerships with churches, parents, and community leaders to promote and grow the Trinity family and mission of educating children.**





INITIATIVE 3

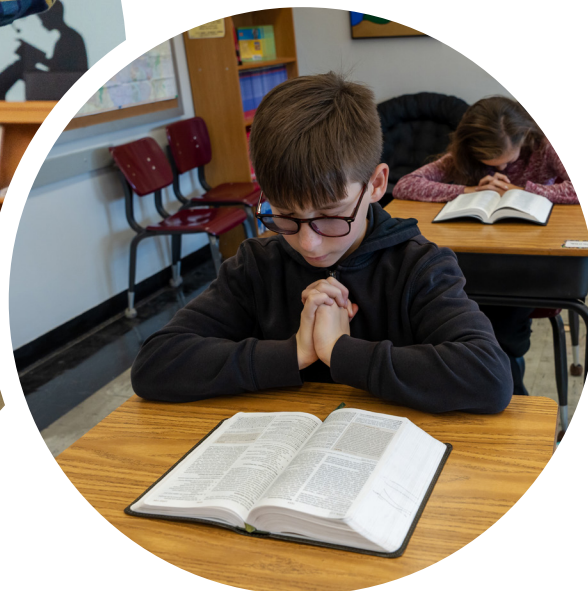
**PROVIDE AN AFFORDABLE AND SUSTAINABLE
CLASSICAL CHRISTIAN EDUCATION**

Trinity's stated mission is "to provide a quality Christian education for the children of believing parents of our community." We draw students from a variety of school districts, and as such, our community encompasses families from a broad geographical region.

As is the case in any school with such a wide reach, income levels vary greatly, and so does the ability to pay for private education. Based on state guidelines and current tuition rates, over 50% of TCS families (especially those with multiple children attending Trinity) fall into a category that the state acknowledges will need financial aid in order to attend a private school.

Trinity remains committed to ensuring tuition is affordable via a robust financial aid program, funded by donations, state funding, fundraising, scholarships, and other means, including the Educational Improvement Tax Credit (EITC). We are also committed to ensuring that Trinity's financial aid program is accessible.





GOALS

1

Establish a committee to search for, identify, and apply for local, state, federal, and other available educational funding.

2

Increase visibility and accessibility of scholarships and other educational funding sources through implementation of a financial aid program database.

3

Ensure the financial aid application process is as streamlined as possible and clearly communicated, in hopes of encouraging all eligible families to take advantage of the financial aid offerings available to them.

4

Improve communication and follow-through with potential and existing donors about EITC, the main driver of financial aid at Trinity.





INITIATIVE 4

**PLAN FOR TOMORROW
BY SECURING DONORS TODAY**

In contrast to traditional methods of annual budgeting, planned giving involves donors making significant gifts, arranged today, that are to be granted in future years. In other words, tomorrow is secured today. These gifts come primarily from those with greater charitable ability and with a strong continued commitment to Christian education in general and to Trinity in particular.

Planned giving relies upon a mature community of potential donors who strongly support our mission. Such a community now exists and spans four generations of families across Trinity's 70-year history. Cultivating these donor partnerships will take work and will require a separate governance than the educational infrastructure that operates our school's day-to-day business. It will require supportive people, a clear vision, and a plan.

The power of planned giving is that well-established relationships pay tremendous dividends over time. Planned giving can provide Trinity with a lifetime of growth. As relationships with donors grow, and as donors become more attuned to Trinity's mission, they will likely become more invested in Trinity. A variety of methods and options are available to assist donors in aligning their desires with the needs of Trinity, and Trinity is building a portfolio of these methods. As we move into the future, Trinity is committed to establishing a robust, long-term planned giving program to ensure tomorrow is secured.





GOALS

1

Identify existing and potential donors from within the extended school community, and incorporate donor profiles into a secure database.

2

Inaugurate a development team that is wholly dedicated to overseeing the long-term giving program.

3

Establish a planned giving portfolio, managed by reputable organizations, that is mutually attractive to and beneficial for both donors and Trinity.

4

Develop lasting relationships with donors with a goal of increasing charitable giving.





INITIATIVE 5

**EQUIP AND DEVELOP FACULTY TO TEACH
OUR STUDENTS WITH EXCELLENCE**

The mission of Trinity Christian School is to “provide a quality Christian education” that will “emphasize that God is to be glorified in all aspects of our lives,” with the goal of such education being to “equip our students to fulfill their calling in family, church, and society in a way which is pleasing to their Lord and Savior, Jesus Christ.” This is a high and noble task, and the key to accomplishing it is the work and faithful dedication of capable faculty members.

Teaching, especially in a Christian school, is a matter of calling — but it is also a matter of good training, proper support, and a strong curriculum. Trinity must proactively seek out teachers who have that calling while simultaneously providing faculty with the training, support, and curriculum they need.

We must continue to help our teachers grow through observation and feedback, professional development opportunities, peer collaboration, and Christian worldview training, while also providing them with a strong curriculum that aligns with Trinity’s mission and meets or exceeds state standards. In short, we must support and equip Trinity’s teachers so that they can more effectively support and equip Trinity’s students.





GOALS

1

Create a teacher growth model that provides a framework for observation and feedback; opportunities for professional development and peer collaboration; and training in Christian worldview, learning styles, and interdisciplinary integration.

2

Develop and maintain a curriculum that aligns with Trinity's written mission and vision as expressed in the Board-approved "Student Ends," and ensure that the curriculum meets or exceeds state/professional standards and targets measurable objectives for student learning.

3

Create "Portrait of a Trinity Teacher" that guides faculty pipeline and interviews.





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