

AREAS OF STRATEGIC FOCUS

1

Enhance, refine, and innovate through a transformational academic program.

2

Enhance and expand our culture and community.

3

Enhance and future proof our sustainability and infrastructure.



OUR MISSION – WHAT WE DO

We will nurture each child academically, physically, emotionally and spiritually. We will honor each child's spirit for learning and life, ever mindful that we are all children of God.

OUR VISION – WHY WE DO IT

To inspire the next generation of changemakers who will question, lead, love, and thrive in their community.

OUR CORE VALUES

Christian Foundation • Enriched Academic Excellence
Diverse Community • Family Commitment

THE STRATEGIC PLAN 2022



www.AustinTrinity.org



Dear Trinity Community,

Trinity is a school that has always dreamed big... and then set about achieving those dreams. As a community, we remain true to our mission and four core values: a strong Christian Foundation; Enriched Academic Excellence; a Diverse Community; and a Commitment to Family. Using these as our guiding principles, it gives us great pleasure to present Trinity's new Strategic Plan, Inspiring Hearts and Minds to Create the Future. This plan builds on the successes of the past while looking at the opportunities and challenges before us.

In addition to our new strategic plan, we have articulated a vision statement for the first time in Trinity's history:

▼ Our Vision — to inspire the next generation of changemakers who will question, lead, love, and thrive in their community.

This vision gives Trinity even greater clarity about our identity as a school and our aspirations for our students.

We are grateful to the strategic planning steering committee for their time and commitment to this endeavor. Their work, in partnership with the Board of Trustees and School Leadership, culminates in a plan full of intention and purpose. Trinity today is a place where education, innovation, and community intersect. Those involved at the school today are charged with building on the successes of this intersection and taking our students and our community to still loftier heights. Please join us in this work.

Faithfully,



Jennifer Morgan
HEAD OF SCHOOL



Shelly Bain
BOARD CHAIR
2020-2022



Lisle Whitworth
BOARD CHAIR
2020-2024

How we got here...

During the 2020–21 school year, Trinity Episcopal School launched a comprehensive strategic planning process to establish key priorities for the coming decade. This work followed a year-long, comprehensive, community-wide process whereby a steering committee was formed and a research and planning firm, Ian Symmonds & Associates, was hired to help build an information base and guide the planning process.

The steering committee worked collaboratively with Ian Symmonds and his team through a series of exercises designed to establish priorities based on the research findings. By the spring of 2022, the steering committee had collaborated with multiple strategic subcommittees comprising a broad spectrum of community members, working to develop a small set of priorities for future focus. As strategic priorities became clear, the steering committee expanded upon them to outline specific initiatives, action plans, and sequenced priorities.

Each of the three areas of strategic focus contains initiatives and action plans with additional implementation details to be further developed and utilized as the school moves forward to execute the Strategic Plan.

BOARD OF TRUSTEES

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STRATEGIC INITIATIVE 1
Enhance, Refine, and Innovate Through a Transformational Academic Program

Examine our curriculum to ensure an integrated learning experience.

- Review the student journey through the school experience, seeking common opportunities and challenges.
- Strengthen our vertical planning to ensure smooth transitions throughout the student experience.
- Assess our progress on an annual basis using effective, student-centered metrics.

Prioritize experiential learning opportunities, curriculum mapping, and interdisciplinary collaboration throughout the student experience.

- Conduct annual ongoing assessments at the divisional level, seeking these learning opportunities, and measuring that we are making progress.
- Prioritize our findings each academic cycle, centering learning opportunities on these three core attributes.

Revise the schedule to ensure faculty has time to meet, plan, and implement curriculum alignment and integration.

- Conduct a scheduling assessment using outside expertise.
- Review findings of the assessment, prioritizing key elements of developing a revised schedule based on curriculum and professional development needs.
- Revise and implement a new schedule.

Cultivate student agency through intentional and integrated learning experiences, curricular design, and community engagement.

- Define and develop service-learning curriculum by grade level, including redefining what it means to graduate with distinction.
- Establish community partnerships by grade level.
- Build cumulative digital student portfolios that are kept by students who actively participate in the on-going documentation.
- Develop avenues for student participation in service-learning curriculum development.

Articulate and enhance our identity and distinction throughout the region

- Utilize outside creative counsel to assess and refine the existing identity.
- Develop new communications, visual identity, and messaging.
- Develop core communications collateral, including electronic and print.

Invest in professional excellence through retention, recruitment, and development.

- Conduct a compensation and professional development assessment using outside resources.
- Prioritize the findings using national benchmarks as norms.
- Implement the prioritized recommendations in an incremental, sustainable fashion.



STRATEGIC INITIATIVE 2
Enhance and Expand our Culture and Community

Empower collaboration that embraces inquisitiveness, resiliency, interconnectedness, and innovation.

- Embrace connectivity through technology to maintain a connected educational experience for all students, families, and faculty.
- Leverage technology to strengthen alumni connections to the school to enhance stewardship.
- Develop digital citizenship skills via a system of governance that supports connectivity and collaboration while mitigating conflict and enabling compliance.

Cultivate our culture and expand our competencies in diversity, equity, inclusion and belonging.

- Expand faculty, staff, and student recruitment efforts to increase our ethnic, racial, religious, socioeconomic, and abilities diversity.
- Establish frequent educational opportunities for faculty, staff, parents, and students that address race, age, gender, sexual orientation, abilities, and religious equity.
- Expand our outreach and accessibility to attract more diverse students from across the Austin Metroplex.

Integrate and expand our environmental stewardship commitment and infrastructure throughout our community.

- Seek outside professional counsel to advise on best practices and scope, providing a baseline and starting point for our work.
- Create environmental protocols for campus to exemplify and encourage behavior for students.
- Define environmental stewardship statements for our community.
- Cultivate intentional green spaces internally and externally throughout campus that foster a connection for students, staff, parents and visitors from the community to nature.
- Further environmental education on campus for the entire community via guest speakers, capstone projects and weekend workshops/community service opportunities.
- Foster outdoor-based learning and seek outdoor educational opportunities for students via class trips and excursions.
- Highlight a connection between our Episcopal identity and caretaking for our natural world.



STRATEGIC INITIATIVE 3
Enhance and Future Proof our Sustainability and Infrastructure

Attract and retain human resources of the highest quality.

- Recruit faculty and staff of the highest quality and experience with competitive compensation and benefits, paying close attention to changing trends in the cost of living in Austin.
- Identify and retain our high-performing faculty, utilizing retention tools, performance reviews, awards, professional development, and more.
- Investigate teacher input to inform future retention (exit interviews, former teacher surveys, etc.)
- Establish an institutional dashboard of comparable, competitor, and aspirant institutions from which we continue to assess our progress on finance, enrollment, and compensation.
- Form a task force of key school leaders to conduct and monitor this work.
- Identify and form a list of comparable, competitor, and aspirant institutions.
- Develop key metrics to assess annually.
- Finalize the dashboard, integrating it into the strategic work of the school and this strategic plan.

Establish and execute a long-term strategy for growth and use of the endowment while cultivating a culture of philanthropy.

- Build an institutional culture of transformational giving via communication and educational campaigns.
- Include an endowment element of 10% in all future giving.
- Grow the endowment to \$10MM as soon as possible.
- Define an endowment spending strategy; implement it once the endowment reaches \$10MM.

Provide the facilities to sustain the school's academic, athletic, performing arts, and community programming.

- Perform a campus safety audit by a third party.
- Reassess the master plan to incorporate Blue House Preschool and other strategic initiatives to ensure Trinity facilities meet the school's current and future curriculum priorities.
- Evaluate non-vehicular access to campus.
- Propose improvements as needed to enhance safety.
- Investigate alternative turf for the field.

Advance Trinity's strategic priorities while maintaining current sound financial sustainability practices.

- Reassess the concept and purpose of the tuition "gap."
- Diversify our funding strategies and revenue resources, including a focus on growing the endowment.
- Investigate alternative funding mechanisms.
- Continue to invest in financial sustainability, such as debt reduction, funding PPRSM, contingency, and endowment.
- Incorporate funding for the strategic priorities as defined by this Strategic Plan into the school's five-year financial plan and the relevant annual operating budgets.
- Assess the affordability of a Trinity education.
- Enable increased access to a Trinity education through a more vibrant financial assistance program.
- Reassess our capital campaign after phase 1 (the Community Building) to synchronize with the updated master plan and the changing market conditions in the construction and labor markets.

