

# Trinitas Christian School

## 2022-2027 Strategic Plan



*By God's grace we endeavor to assist Christian families in the education of their children, by providing a stimulating academic program in a distinctly Christ-centered environment expressly designed to equip students to a life of moral and spiritual integrity, personal and social responsibility, and a zeal to know and serve a Holy God.*

Trinitas will focus on *people, programs,* and *resources* to accomplish its mission.

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Trinitas will focus on *people* to accomplish its mission...

... by equipping **students** to love the Lord their God with all their heart, mind, soul and strength (Mark 12:30) and to love their neighbors as themselves (Mark 12:31), by mentoring students towards growth in spiritual life, by providing opportunities to love and care for others, by emphasizing servant leadership as modeled by Jesus Christ, by celebrating the fruit of the Spirit in the lives of our students, and by presenting opportunities to serve, shape and evangelize the world around us.

**Action Step:** Collect, publish, and practice list of Trinitas *Exordiums*

- Summer 2022

**Action Step:** Deepen students' relationships with their pastors by providing them personal invites to programs to give to their pastors.

- Fall 2022

**Action Step:** Create and publish a chart of virtues to assist teachers in communications with students and parents.

- Summer 2023

... by recruiting and retaining like-minded **families** and mentoring **parents** in classical Christian education

**Action Step:** Communicate enrollment goals to existing parents in January of each year so they can participate in word of mouth advertising.

- Spring 2022

**Action Step:** Review website each summer to refresh content and plan inbound marketing efforts for following year. (video content, new e-book, rewrite copy, update photos, etc.)

- Summer 2022

**Action Step:** Host in-house summer conference for parents utilizing curated content from ACCS membership resources center.

- Summer 2022

**Action Step:** Launch Trinitas Summer Enrichment Camps

- Summer 2022

**Action Step:** Actively build relationships with local pastors hosting annual spring pastors event and inviting local pastors to speak at Faculty Forum.

- Summer 2022/Spring 2023

**Action Step:** Craft and publish talking points that can be used by the Trinitas community for promoting the school.

- Fall 2022

**Action Step:** Identify current families with children in local preschool programs and actively encourage them to leverage their relationships to promote Trinitas in the preschool community.

- Fall 2022

**Action Step:** Grow Word of Mouth (WOM) marketing team to 5-6 dynamic and committed parents.

- Fall 2022

**Action Step:** Meet quarterly with WOM team to develop and execute semi-annual marketing plan with goals connected to enrollment which encompasses digital and social media marketing, local marketing efforts, and prospect-friendly events.

- Spring 2023

**Action Step:** Establish an annual Trinitas Lecture Series in the spring with a guest speaker, event sponsorship, and select student performances to enhance understanding of cCe and the Trinitas vision within the broader Pensacola community.

- Spring 2023

**Action Step:** Improve Mentor Family program. Provide benefits, training, and expectations.

- Summer 2023

...by fostering a thriving **alumni** community

**Action Step:** Celebrate 25<sup>th</sup> anniversary (2023-2024). Form celebration committee to include two current parents, two alumni parents, one board member, one faculty member, and one member of the administrative staff. Plans should include ways in which every special event, fundraiser, feast day, etc. celebrates the anniversary.

- Summer 2022

**Action Step:** Acquire contact information from all alumni to establish and maintain a working alumni contact list in the school database.

- Fall 2022

**Action Step:** Survey all alumni every three to five years

- Summer 2023

**Action Step:** Institute annual alumni touchpoints program to include hosting one annual alumni event, college care packages, invitations to Trinitas events, birthday cards, publish alumni accomplishments

- Summer 2023

...by recruiting, supporting and retaining a distinctly Christian **faculty**, which is market-compensated and trained in their field through stimulating professional development and frequent collaborative opportunities.

**Action Step:** Establish written policy regarding the tuition discounts for faculty children.

- Summer 2022

**Action Step:** Pay faculty members an established bonus for sponsoring extra-curricular activities based on hours invested outside of teaching duties

- Summer 2022

**Action Step:** One-time significant (8%) compensation adjustment for all faculty and staff

- Summer 2022

**Action Step:** Award one-time monetary bonus for Excellence in Teaching Award winners (retroactive to 2017)

- Fall 2022

**Action Step:** Develop and publish market-based, compensation structure with compensation range inclusive of the following criteria: Certifications, Level of education, Length of service, Course level, and Merit. (Faculty salary/compensation should not be tied to charitable giving.)

- Spring 2023

**Action Step:** Institute annual COLA compensation adjustment for faculty

- Summer 2023

...by enhancing a strong, servant leader **board of governors** by growing existing and potential members in their understanding of the Trinitas mission and vision, classical Christian education, and effective board leadership.

**Action Step:** Require all BOG members to 1.) attend at least one ACCS conference every three years, 2.) spend one full day on campus each school year, and 3.) visit another ACCS school at least once every three years.

- Summer 2022

**Action Step:** Create a standing board committee responsible to oversee the ongoing execution of the Strategic Plan

Develop a tracking system for the Strategic Plan  
Connect the Strategic Plan to the Annual Report  
Connect Strategic Plan to Annual Budget

- Spring 2022

**Action Step:** Require potential board members to have read *Introduction to Classical Education* before being elected to ex-officio board service.

- Fall 2022

**Action Step:** Require current voting board members to have read *Repairing the Ruins* and *The Liberal Arts Tradition: A Philosophy of Christian Classical Education*.

- Fall 2023

Trinitas will focus on *programs* to accomplish its mission...

...by creating and refining both our methods of **instruction** and **curriculum** materials in order to better promote the knowledge and love of truth, goodness, and beauty.

**Action Step:** Recreate formal evaluation tool using Sayers and Gregory which will include a section to address progress on weaknesses identified in previous evaluations.

- Summer 2022

**Action Step:** Include instruction in writing poetry as part of all writing courses from 5<sup>th</sup> grade to 12<sup>th</sup> grade

- Summer 2022

**Action Step:** Improve composition instruction in Logic and Rhetoric School by adopting a curricular approach which teaches the formal tools of producing good writing, enabling students to write well in a variety of topics and genres.

- Summer 2022

**Action Step:** Anchor teacher evaluations to community: repeat visits, copious notes based on observations, and a congenial, charitable conversation to follow.

- Fall 2022

**Action Step:** Initiate two separate Junior Kindergarten classes (5-day & 3-day).

- Fall 2022

**Action Step:** Begin teaching Latin at an earlier point in the Lower School

- Fall 2022

**Action Step:** Formalize Latin program (adoption of Memoria Press Latin program [part of *English Grammar Recitation*] through 4<sup>th</sup> grade; adoption of *Lingua Latina* in accordance with the scope and sequence from the Classical Language Center & the National Latin Exam for the 5<sup>th</sup>-9<sup>th</sup> grades)

- Fall 2022

**Action Step:** Adopt a complete English program that will promote the Liberal Arts in the Lower School (adoption of Memoria Press's *English-Grammar-Recitation* for the Junior Kindergarten through 8<sup>th</sup> grades suggested)

- Fall 2022

**Action Step:** Adopt a handwriting curriculum that encourages a love of writing and learning, preferably keeping to the Memoria Press curriculum (this allows for teachers to spend more time on feedback and less time creating their own assessments for a rudimentary skill like handwriting)

- Fall 2022

**Action Step:** Publish a character-based report card for Jr. K through 6<sup>th</sup> grades in keeping with the Liberal Arts Tradition that shifts the focus away from grades and towards the acquisition of virtue and knowledge

- Fall 2022

**Action Step:** Formalize policies that remove the writing of grades on assignments and develop a thorough approach to feedback that trains the student in diligence and prudence (Jr. K. – 12<sup>th</sup> grades)

- Fall 2022

**Action Step:** Shift away from class sets of literature and *Triditio* texts in the upper school and begin making books available to students each year for their own keeping, so that every graduate has a starter library as they depart from Trinitas.

- Fall 2022

**Action Step:** Ensure that all faculty have read *The Liberal Arts Tradition* by Clark & Jain, and return to it at Faculty Forum and throughout the year.

- Fall 2022

**Action Step:** Revisit the *Boni Libri* program, identifying ways it can be strengthened and better encouraged among the community

- Summer 2023

**Action Step:** Invite Clark and/or Jain to come visit Trinitas, conducting teacher training and providing curriculum consultations

- Spring 2023

**Action Step:** Establish Curriculum Guide Review Calendar. Publish Curriculum Guide Electronically.

- Spring 2023

**Action Step:** Improve the Trinitas annual Faculty Forum to include more practical instruction for teachers including mock lessons for the schools of Grammar, Logic, and Rhetoric. Align faculty training with the *Liberal Arts Tradition* and engage more in fellowship.

- Summer 2023

**Action Step:** Prioritize training conferences (ACCS, SCL, regional)

- Summer 2023

**Action Step:** Require and provide funding for all new teachers to attend an ACCS Conference. Require all returning teachers to attend one nearby conference annually. Require all teaching staff to visit nearby CC school annually.

- Summer 2023

**Action Step:** Streamline the literature book selection in the Lower School, giving it form and shape to steer young minds towards wonder and wisdom

- Summer 2023

**Action Step:** Formalize Greek program in support of the *Athenaze* curriculum across two years, with the third year devoted to the acquisition of reading skills using the Cambridge curriculum

- Fall 2023

**Action Step:** Restructure 10<sup>th</sup>-12<sup>th</sup> grade Rhetoric to encompass the oral and written elements of eloquence, eliminating the need for a dedicated Senior Thesis class

- Spring 2024

**Action Step:** Launch Classical Heritage Tour

- Spring 2024

**Action Step:** Review the curricular layout from Jr. K through 12<sup>th</sup> grade, particularly for Literature, Math, and Science in the Lower School.

- Summer 2024

**Action Step:** Formalize writing curriculums in all grades, through either the adoption of a well-established Liberal Arts program or through the creation of one unique to Trinitas

- Spring 2025

**Action Step:** Work with nearby ACCS schools to produce our own regional mini-conference and collaborative teacher training sessions when the ACCS Conference is too far away to allow for full-school involvement.

- Summer 2025

**Action Step:** Provide professional leave time and/or partial or total funding for teachers to attend conferences and workshops, visit other schools, or take college courses when feasible.

- Summer 2025

**Action Step:** Provide time, funding, teaching or speaking opportunities, and financial incentive for current teachers to earn ACCS Master Teacher certification

- Summer 2025

**Action Step:** Offer optional Latin classes in 10<sup>th</sup>-12<sup>th</sup> grades to continue mastery, aligned with the CLC and the NLE

- Fall 2026

...by providing a cohesive **fine arts** program that ministers to families, fosters the whole student, and functions as a Christian outreach to our community.

**Action Step:** Produce a Grammar School play annually

- Spring 2023

**Action Step:** Offer Group String Instruction in Grammar School

- Fall 2023

**Action Step:** Seek performance and service opportunities in the local community for Trinitas students

- Fall 2024

**Action Step:** Establish select choir or ensemble or quartets

- Fall 2024

**Action Step:** Require that Rhetoric level students continue practice in the fine arts, particularly in areas such as painting, sculpture, etc.

- Fall 2024

...by supporting **athletics** and other **extracurricular activities** as an important part of student development through a culture of competitive excellence and camaraderie that is kingdom-centered, principle-driven, and people-focused.

**Action Step:** Expand LoveThyNeighbor to include one service project each spring

- Spring 2022

**Action Step:** Establish father/daughter event

- Fall 2022

**Action Step:** Explore family athletic participation opportunities

- Spring 2023

**Action Step:** Relaunch House Program

- Fall 2026



Trinitas will focus on *resources* to accomplish its mission...

...by ensuring responsible, well-managed **operations** and **fiscal responsibility** aligned with the Strategic Plan, through the creation of an integrated **development program** coordinated to encourage stewardship giving for capital improvements, operational needs, financial aid, debt reduction, and endowments from both internal and external friends of the school.

**Action Step:** Streamline electronic admissions process to include online only application with online payment processing and electronic reenrollment forms.

- Fall 2022

**Action Step:** Provide for external professional development every other year for full-time admin

- Summer 2023

**Action Step:** Develop HM evaluation tool

- Summer 2023

**Action Step:** Initiate tightly focused year-long public campaign to coincide with mortgage refinancing

- Summer 2024

**Action Step:** Execute budget model that ensures tuition revenue covers expenses by 2024

- Summer 2023

**Action Step:** The board will have a target tuition increase of 3% annually

- Summer 2023

**Action Step:** Initiate budget control of total allowable SUFS funding maximum of 20% of net tuition revenue

- Fall 2022

**Action Step:** Initiate budget control of total allowable FAST discounts at a maximum of 10%

- Fall 2022

**Action Step:** Initiate three year fundraising model to benefit the following areas:

Marketing  
Faculty Compensation  
Tuition Assistance  
SUFS Scholarships  
Facilities Enhancements  
Debt Reduction

- Summer 2022

**Action Step:** Explore opportunities to hire Director of Advancement

- Summer 2024

...by building and maintaining attractive, Trinitas-branded **facilities** through good stewardship to optimize learning and extra-curricular environments.

**Action Step:** Enter a first right of refusal contract for 1/2 acre and metal building on the NW corner of campus. Purchase if necessary

- Fall 2026

**Action Step:** Replace flooring in carpeted classrooms

- Summer 2022, 23, 24

**Action Step:** Purchase additional classroom projector

- Summer 2022

**Action Step:** Replace Chromebooks lab

- Summer 2023

**Action Step:** Install storage cabinets in Grammar School classrooms coordinate with carpet install and accommodate growing enrollment

- Summer 2023, 24, 25

**Action Step:** Install ceiling mounted, projector and screen in the grand hall.

- Summer 2024

**Action Step:** Install parking surface in dirt lot

- Summer 2024

**Action Step:** Continue Grand Hall aesthetic upgrades with wooden columns, new baseboard on stage

- Summer 2025

**Action Step:** Build outdoor pavilion

- Summer 2026