

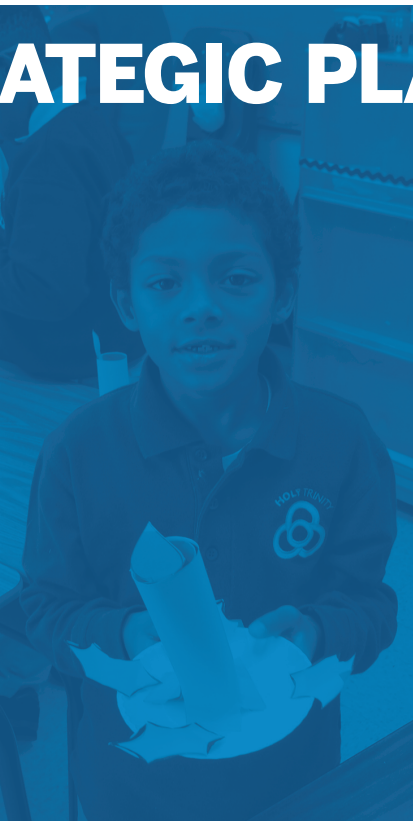


AN EPISCOPAL SCHOOL

**HOLY**TRINITY

THE BEST YOU

# STRATEGIC PLAN 2021–2024



## MISSION

Holy Trinity: An Episcopal School educates preschool through eighth grade students by offering a challenging, diverse, supportive, and safe environment where children can excel academically, artistically, athletically, and spiritually. The School encourages students to achieve excellence and embrace responsibility. Holy Trinity seeks to instill in its students the Episcopal values of empathy, service, and inclusion. Holy Trinity is dedicated to educating the whole child in a comprehensive, well-rounded program that lays the foundation for all children to reach their potential as they develop independent habits of mind as well as a lifelong passion for learning.

## VISION

THE BEST YOU Ever faithful to our Episcopal values of academic excellence, spiritual and moral formation, and inclusiveness, Holy Trinity will apply new thinking and best practices in education. Inside and outside the classroom, we will nurture, teach, mentor, coach, and inspire boys and girls of diverse backgrounds and abilities to become their best selves. Confident in word and action, our graduates will be curious, empathetic, caring, creative, and active participants in life and in their communities.

## STATEMENT OF DIVERSITY

At Holy Trinity, diversity informs our ability to respect and value the self-worth of others. Reflecting our Episcopal values, we seek and celebrate diversity in all its forms—race, religion, gender, culture, sexual orientation, gender identity or expression, socio-economic status, learning strengths, and interests—and work daily to provide an environment where the richness of our differences empowers, educates, and elevates us as global citizens.

## NON-DISCRIMINATORY POLICY

Holy Trinity does not discriminate on the basis of race, color, creed, gender, sexual orientation, gender identity or expression, disability, national or ethnic origin, age, or any other legally protected characteristic in its student programs, financial aid programs, athletic programs, admissions programs, or in its consideration of applicants and hiring of faculty or staff. It does give priority in admissions as follows: (1) members of Holy Trinity Parish; (2) siblings of children enrolled or previously enrolled; (3) children of current faculty; (4) children of Alumni; (5) members of other Episcopal parishes; (6) all others.

## STRATEGIC PLAN FOR HOLY TRINITY: AN EPISCOPAL SCHOOL FOR 2021–2024

This plan provides us with a blueprint for our future based upon five areas of sustainability for independent schools as recommended by the National Association of Independent Schools (NAIS). These sustainability markers are: 1) Financial, 2) Programmatic, 3) Personnel, 4) Community, and 5) Communications and Marketing. Through initiatives, we are committed to ensuring Holy Trinity's students will continue to acquire the skills, encouragement, and nurturing to become their Best You!

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# FINANCIAL

### RATIONALE

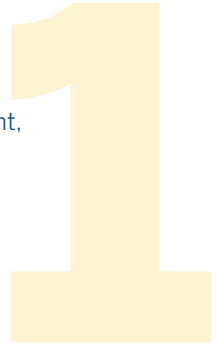
For Holy Trinity: An Episcopal School (HTS) to be financially sustainable, we must manage costs and increase revenues. Financial sustainability also requires sound financial management and appropriate investments in faculty/staff development, faculty/staff retention, facilities maintenance and improvements, and growth in HTS's endowment.

### GOAL

Ensure financial sustainability by continuing to be efficient while providing high value, increasing revenues (especially through enrollment increases), and building up the HTS's endowment.

### IMPLEMENTATION STRATEGIES

- ▶ Maximize and diversify current and future revenue sources.
- ▶ Endeavor to compensate faculty and staff consistently, competitively and appropriately with peer schools in the Association of Independent Maryland and DC Schools (AIMS).
- ▶ Develop and maintain the site and physical plant - remain timely with regular maintenance to avoid future financial shortfalls.



# PROGRAMMATIC/CURRICULUM

## RATIONALE

For HTS to be programmatically sustainable, it must focus on the skills and values necessary in the 21st century. HTS will continue to maintain a challenging and rigorous curriculum, while incorporating new best-practice models of educating children. HTS will demonstrate a strong commitment to professional development and continue to attract as well as retain an excellent faculty and staff.

## GOAL

Ensure an excellent program that focuses on developing those skills and concepts that will enable HTS students to become spiritual, contributing and confident global citizens. Provide opportunities to bring out the “best you” in all students.

## IMPLEMENTATION STRATEGIES

- ▶ Evaluate and enhance the curriculum and staff to ensure HT continues to be at the forefront of preschool through grade 8 education to better prepare students to succeed globally in the 21st century.
- ▶ Continue to integrate technology and support transformational teaching, learning, and academic innovation.
- ▶ Engage in Episcopalian and character education and practices including, but not limited to, joy, self-respect, responsibility, personal growth, open dialogue, inclusivity, social justice, integrity, and empathy.
- ▶ Align Prek-8 curriculum through vertical and horizontal mapping and the 8th grade to high school transition through partnerships with traditional and new high school destinations for HT graduates.
- ▶ Enhance opportunities for our students to be civically engaged via community service, outreach projects, and leadership.

# PERSONNEL

## RATIONALE

For Holy Trinity School to be sustainable from a personnel standpoint, it must focus on competitive pay and retention of existing personnel, robust recruitment of new personnel, and effective training for new and existing personnel that provides standardized training in content and pedagogy, as well as appropriate training on technology, culturally informed teaching and engagement, student insight, and communication with the school community. Holy Trinity strives to hire and retain educators and staff who embody Episcopalian values.

## GOAL

Ensure that Holy Trinity School personnel receive pay and benefits that are competitive with other AIMS peer schools, in exchange for providing consistent, quality instruction and services to students and their families.

## IMPLEMENTATION STRATEGIES

- ▶ Recruit and retain outstanding and diverse faculty, staff, and administrators who are professionals committed to supporting the school's mission, vision, and goals and who are aligned with the school's academic needs.
- ▶ Develop a system whereby future leaders can be identified from within and trained for advancement opportunities.
- ▶ Provide administration, faculty, and staff with current technological tools and the training to use such tools to enhance teaching and learning and administrative functions.
- ▶ Cultivate school leadership and trustees to be visionary goal setters as well as creative problem solvers.
- ▶ Adhere to principles listed in our Statement of Diversity and the Non-Discriminatory Policy in the recruitment of teachers and administrators.
- ▶ Expect teachers, administrators, and other staff members to model respect for all peoples and cultures and to constructively address instances of bias against or disdain for HT community members who belong to groups outside of their own as identified in the Statement of Diversity and the Non-Discriminatory.

# COMMUNICATIONS & MARKETING

## RATIONALE

For Holy Trinity to remain a well-known leader among Preschool-Grade 8 schools, it must develop and invest in a comprehensive communications and marketing strategy to engage stakeholders (both internal and external) to ensure (1) the HTS community remains informed, connected, and responsive to the needs and issues relevant to HTS and the surrounding community and (2) that the HTS brand is broadly recognized and promotes the value and quality of the HTS program.

## GOAL

To ensure Holy Trinity remains a respected leader among Preschool-Grade 8 schools, the Holy Trinity brand, known for its learning triangle between parents, students and teachers, will be marketed and communicated effectively to attract families, increase access to resources and financial support, and fulfill the needs of the school while supporting the surrounding community while enabling our students to become spiritual, contributing and confident global citizens and showcasing our ability to bring out the “best you” in all students.

## IMPLEMENTATION STRATEGIES

- ▶ Invest in a detailed marketing and communications plan that promotes a school community that is diverse, welcoming, and inclusive.
- ▶ Strengthen connections with alumni and their families by creating meaningful engagement to consistently inform them of Holy Trinity programs and successes.
- ▶ Develop and strengthen partnerships with external organizations to promote Holy Trinity’s vision to enhance our annual fund goals and attract families to the community.

# COMMUNITY

## RATIONALE

For HTS to possess community sustainability, we must preserve the essence of the HTS's Episcopal identity, culture, and ethos and continue to emphasize character development, community service, and outreach. In order for HTS to continue to attract, recruit, and retain families and teachers who reflect our school culture, HTS must maintain a school climate, in and out of the classroom, that is supportive of a diverse student and faculty body. HTS should provide a challenging, diverse, supportive, and safe environment for students and faculty where children can excel and become 21st century global citizens.

## GOAL

Continue to attract, enroll, recruit, and retain those personnel and families who reflect strong character, empathy, and an inclusive mindset who will guide our children to become or be committed to becoming conscientious and responsible citizens who excel academically, artistically, athletically and spiritually in a global society.

## IMPLEMENTATION STRATEGIES

- ▶ Affirm the community's commitment to diversity and inclusion by ensuring all members of the school are included and valued and feel safe physically, emotionally, socially, and spiritually.
- ▶ Present a global view of the world that invites and rewards curiosity concerning the richness and diversity of all human societies and that encourages respect for all people.
- ▶ Provide technology resources and activities in support of instruction that can help carry learning in the direction of world understanding.
- ▶ Develop a curriculum and program that helps students recognize how differing cultures, traditions, histories, and religions may underlie views and values that can sharply contrast with their own.
- ▶ Recruit, develop, and retain personnel to reflect a global society.
- ▶ Provide engagement opportunities to both the school and wider social community that reinforce school's culture focusing on the student, parent, and school commitment to one another through the learning triangle and educating the whole child.



AN EPISCOPAL SCHOOL

**HOLYTRINITY**  
THE BEST YOU

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Bowie, MD 20720

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**The Daisy Lane School & High School Prep**

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Glenn Dale, MD 20769

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