

**Position Profile**  
**Trinity School of Texas**  
**Head of School**

Trinity School of Texas invites nominations and applications for its next Head of School, effective July 1, 2023.

Application Deadline: November 18th, 2022

Submission of interest/resumes: [TSTHeadSearch@gmail.com](mailto:TSTHeadSearch@gmail.com)

**The Opportunity**

Trinity was established in 1957 as the parish school of Trinity Episcopal Church of Longview, a relationship that has benefited both institutions for over 60 years. In keeping with the best traditions of the Episcopal Church, Trinity challenges and motivates students in an academically and spiritually stimulating environment to become imaginative, critical thinkers and people dedicated to others. The new Head of School will have the opportunity to lead outstanding faculty and staff as they combine a strong academic tradition with a commitment to innovation.

Mission: Trinity School of Texas successfully prepares students for college and beyond in a joyful, spiritual environment. Our graduates will attain academic excellence, embrace diversity, demonstrate intellectual curiosity, appreciate the arts, value physical well-being, serve their community, and exemplify Christian living.

Trinity School of Texas offers a challenging and supportive academic program to students of all ages. Children as young as two years old discover the joy of learning in the Early Childhood Program. The Upper School college preparatory program sees a 100% college acceptance rate, with students attaining \$7.1 million in scholarships received for the 2021-2022 school year. The school's international program currently welcomes students from two different countries.

Providing an "education without limits," Trinity School of Texas prepares students for life beyond the classroom. All students participate in age-appropriate community service projects that develop compassion, a lifelong commitment of service to others, and an appreciation for diverse backgrounds. An exciting athletics program promotes the school's core values: accountability, respect, integrity, academic achievement, community service, fairness, diversity and sportsmanship.

Trinity School of Texas seeks a Head of School who embodies a genuine love for learning and children of all ages, who values the expertise of faculty as educational professionals, and who enjoys enhancing and inspiring excellence throughout the school community.

### **Performance Objectives**

TST is seeking an energetic and enthusiastic individual who is excited by the challenges of leading a private school in East Texas. TST is fortunate to be on firm financial ground. It is looking for a Head who will strive to advance the school while ensuring that its stability is not taken for granted. The Board sees TST positioned for greatness, and it seeks a Head of School who can help make it a leader among independent schools in Texas.

#### *Optimize the Educational Experience at Trinity*

Trinity has a proud history as a top college preparatory school in East Texas. In recent years, the school and its successful college placement staff has kept a close watch on new developments in higher education to ensure that TST students are well prepared for rapidly changing demands in college and careers. To thrive in the years to come, TST recognizes that schools must be flexible and adaptable.

The new Head of School will collaborate with the administrative team to ensure that curriculum and programs are clearly aligned with the school's strategic priorities and that approaches to teaching and learning are student-centered and innovative. These priorities will exemplify the highest standards for students and teachers alike and will establish TST as a forward-thinking institution at all levels of learning.

#### *Improve Enrollment Management*

Trinity School of Texas, like many small independent schools, sometimes suffers from being the "best kept secret" in its community. Independent School Management has provided TST with a clear strategic roadmap to ensure that the school will thrive for years to come. In close collaboration with the Board and administrative team, the next Head of School will develop and implement a well-designed enrollment plan that reflects best practices among independent schools.

The Head of School will strive to ensure that all in the TST community articulate the advantages that the school can offer in a concise, consistent manner that "connects with head and heart" of current and prospective families. Effective word-of-mouth advertising and a highly visible belief in the value of the TST education will continue to attract and retain mission-appropriate students.

The Head of School will work with the enrollment team to build the school's capacity to:

- a. Identify, collect, and analyze data;
- b. Use that data analysis to focus the team's attention on key differentiators and areas in need of improvement;

- c. Update the annual enrollment management plan to improve areas of need and leverage difference-makers;
- d. Measure success levels in re-enrollment and retention terms;
- e. Use subsequent data sets and analysis to evaluate the effectiveness of plan strategies—and to identify new areas of need.

By building and leveraging this data-action-reflection loop, TST will build clearer brand identity and a stronger overall organization.

#### *Conduct a Facilities Audit*

The campus is one of TST's best assets. Well-located and spacious, the buildings and grounds have enormous potential. The Head of School will work with staff to conduct an annual facilities audit that will arm the school with data needed to prioritize projects and plan for upgrades and repairs well in advance. A data-driven approach will enable consensus building on capital planning and allow for thoughtful budgeting in the context of overall school needs.

#### **The Position**

The Head of School is a member *ex officio* of Board standing committees and is the Board's representative in its relations with the school's faculty, staff, students, and families.

The Head selects and hires members of the faculty and administration, directly supervises faculty and staff, and coordinates the activities of the entire school. The Head ensures that Board policies are understood and followed.

#### **MAJOR RESPONSIBILITIES AND DUTIES:**

- Embody, manifest, and advocate for the mission of the school.
- Articulate the vision for the school and its future.
- Monitor and address all matters of school climate and culture.
- Provide scenarios and possibilities to the Board of Trustees for the purpose of strategic planning
- Work with the Board of Trustees, its chair, and its committees in carrying out established school policies; to review those policies and recommend changes; to attend meetings, prepare reports, maintain board records, and keep trustees informed on all aspects of the school's operation.
- Supervise all programs of the school (academic, athletic, ethical, and other extracurricular programs); to monitor curriculum, grading, testing, and reporting to parents; to prepare for and conduct periodic program evaluations; to submit reports to external agencies as required; to establish disciplinary policies and standards of conduct.

- Supervise the Business Manager in the preparation of preliminary and final budgets; to monitor income, expenditures, collections, and cash flow; to maintain appropriate financial records; to oversee the employee benefit program.
- Supervise the Admissions Director in determining programs for student recruitment, outreach, admissions, and enrollment.
- Represent the school to all its constituents including neighborhood, parents, students, alumni, business community, faculty, staff, volunteers, and to manage the sometimes-competing demands of these constituencies.
- Supervise the Director of Development and development efforts to cultivate generous support of the school, and support fundraising volunteers.
- Supervise the Director of Marketing and marketing efforts to cultivate clear communication channels, transparency, and information across various platforms.
- Handle all matters regarding employment, retention, and dismissal of personnel; salaries and contracts; job assignments and performance evaluation; orientation and training; and the preparation of employee handbooks and personnel records.
- Represent the school in its relations with state and federal agencies, educational organizations, and accrediting agencies.
- Supervise the Director of College Advising in planning an appropriate program for college guidance and college admissions.
- Act as liaison with other organizations to ensure fulfillment of the school's contractual obligations; to coordinate schedules, arrange for rentals, and coordinate procedures where the interests of both organizations are involved.
- Supervise and/or assist with all other aspects of the school's operation, including (but not limited to) facilities maintenance and operation, food service, transportation, summer programs, development and fundraising, Parent Teacher Council, and alumni affairs.

#### QUALITIES AND TRAITS

- Collaborative leadership;
- Strong moral compass;
- Personal warmth and sensitivity;
- Keen business sense;
- Strategic ability to plan and progress towards long-term goals;
- Record of persistence; success in meeting goals despite challenges;
- Communicative to parents, teachers, staff, students, and volunteers alike;
- Ability and eagerness to build respectful, collaborative relationships and teams;
- Management skills to recruit, retain, supervise, and motivate excellent faculty and staff;
- Leadership ability that will allow the Head of School to inspire students and staff, model the school's values, and serve as the center of a vibrant, joyful community.

#### The School

##### History

Trinity School of Texas was established in 1957 as Trinity Day School. For many years, classes were held in Sunday School rooms at Trinity Episcopal Church. Slowly, the school grew and added grades until by the 1970s it served through grade six. In 1984, the school initiated an expansion program that culminated in 1990 with the graduation of its first senior class. Today TST serves two-year-olds through grade 12 and enrolls 236 students. Throughout its history, Trinity School of Texas has remained committed to outstanding academic achievement and personal development, successfully preparing students for college and beyond in a joyful, loving, spiritual environment.

Set on a hill, TST's twelve-acre campus includes four classroom buildings, a cafeteria, a gymnasium, and a pecan grove. In addition, the school uses several small church-owned buildings for enrichment programs. As a parish school, it enjoys a close on-going relationship with the sponsoring parish, Trinity Episcopal Church.

TST is marked by its strong sense of community. The school strives to be inclusive and reasonable in working together to solve problems and to create new opportunities. Constituents' reflections on the school's culture indicate clearly and consistently that the school's mission has been internalized. Love for the school is deep and widespread. Students, parents, teachers, staff, and board members all describe TST as a joyful place where students feel connected, challenged, safe, and well-prepared.

#### Academics

Trinity School of Texas is accredited by AdvancED and the Southwestern Association of Episcopal Schools and is a member of the National Association of Episcopal Schools, Southwestern Association of Episcopal Schools, Texas Private Schools Association, Texas Association of College Admissions Counselors, National Association of College Admissions Counselors, and Texas Association of Private and Parochial Schools.

Its faculty and administration include 67 professionals. A quarter of the teaching faculty holds advanced degrees. The student-to-faculty ratio is 7:1.

The school's Early Childhood program is offered for two-year-olds through Kindergarten, while the Lower School is grades one through five. "Specials" classes include physical education, music, art, and Spanish. All students from Early Childhood-3 through grade five attend library weekly, and chapel twice a week. In addition, students in grades two through five attend STEAM and computer labs. All children attend chapel services two or three times a week. In the Extended Enrichment Program, teachers of younger children use hands-on centers to differentiate instruction and limit lessons to short time periods. Teachers of grade three through five have technology available to enhance instruction. They allow students more independent learning in a more relaxed environment.

In the Middle School (grades six, seven, and eight), each subject—science, social studies, math, Spanish, and language arts—has a single teacher. Other teachers provide instruction for physical education, art, and music. Students attend chapel Mondays and Wednesdays.

Throughout the day they use Chromebooks to access both class materials and textbooks. They're often paired for projects using smartboards to illustrate classwork and use the STEAM lab.

Trinity's Upper School offers students in grades nine through twelve a traditional 4x4 block-schedule high school curriculum supplemented by classes in Spanish, comparative religion, technology, fine arts, and physical education. Additionally, Upper School students take one semester course in speech and two semester courses related to the college application and admission process. More than ten Advanced Placement courses are currently offered in English, Spanish, mathematics, science, social studies, and computer science. Co-curricular activities on-campus include interscholastic sports as well as Z-club, Spanish club, student government, history bowl, and robotics. Off-campus offerings include summer travel to Costa Rica to extend engagement with Spanish language and culture, as well as travel to other international locations related to their studies. All attend informal student-led Chapel on Mondays and formal Chapel services on Wednesdays.

### Arts

TST arts opportunities begin with music and art in Early Childhood and Lower School. In Middle and Upper School, students enjoy photography, studio art, and choir. Drama classes are offered as extracurricular activities for grades two through five. The Early Childhood and Lower School musical performances and the Lower School Musical are highlights of the spring semester. Trinity students compete in fine arts competitions and have won many district and state awards over the years.

TST is in its second year having a newly formed band. Band class begins as a requirement for fifth grade students and is an elective in Middle School and High School years. A separate praise band led by older students is a highlight and blessing to TST.

The Fine Arts program inspires creativity, growth, confidence, self-assurance, and life-long enjoyment of the arts. Graduates frequently pursue their artistic endeavors in college. Many alums make the arts their life careers by pursuing acting, fashion design, and graphic design. TST's talented Fine Arts faculty instill confidence in students that success in the arts is within their reach.

### Athletics

TST's Athletics program reflects and enhances the school's educational mission by creating an environment of excellence where student-athletes develop life skills, academic skills, and athletic skills for success. Student-athletes, coaches, and programs embody the core values of accountability, respect, integrity, academic achievement, community service, fairness, diversity, and sportsmanship.

TST is a 2A member of the Texas Association of Private and Parochial Schools (TAPPS), which has a membership of 230 schools aligned in six classifications. TST can field teams in football, soccer, volleyball, golf, basketball, cheerleading, cross country, track, tennis, and baseball.

### **Episcopal Identity**

Trinity School of Texas is an Episcopal parish school sponsored by Trinity Episcopal Church. The relationship between the school and the parish is sound and mutually supportive. The parish considers the school to be its primary missional outreach. The school's mission, along with the accompanying Portrait of a Graduate, reflects the school's Episcopal identity. In the Episcopal tradition, members of the school community are welcoming and respectful of the dignity and value of all human beings. The Episcopal hallmark of inclusion is evident in employment practices as well as admission practices. Business practices such as indexed tuition programs further support the school's Episcopal identity. Most of all, Episcopal identity lies in students' spiritual, intellectual, and social-emotional development. Religious education occurs through twice-weekly chapel services. All students attend age-appropriate worship services. In the upper grades, students are heavily involved in planning and executing chapel services, and Trinity Episcopal Church supports Wednesday all-school chapel services held in the church sanctuary. The Trinity School community exudes a respectful, caring, and inviting spirit where students and faculty feel known, safe, and loved. As the pastoral needs of the community are revealed, students and families of the school are quick to respond with compassion and support.

### **The Community**

Longview was founded in 1870 as a stop on the newly extended Southern Pacific Railroad—the first incorporated town in Gregg County. It grew slowly at first but expanded quickly during the oil boom of the 1930s and 1940s. Since then it has grown steadily, reaching a current population around 81,000 and maintaining economic prosperity while fostering a high quality of life.

In 2014, Longview was named the sixth fastest-growing small city in the nation. Manufacturing firms and the oil and gas industry support its prosperous economy. Major employers in the area include Eastman Chemical, Trinity Rail Group, Komatsu, AAON, and the East Texas Oil Field—as well as local hospitals and universities, including LeTourneau University and Kilgore College. With a local airport, a busy Amtrak station, and appealing shopping, the city functions as a hub for the region while also offering easy access to Dallas (125 miles away) and Shreveport (60 miles).

Longview is frequently recognized as a wonderful place to live, with a historic downtown, fine dining, and a cost of living well below the national average. In 2007 it was certified as a Texas

*Urban Main Street City* and as a Certified Texas Retirement Community. The population is young and diverse, with a median age of 34.

For lovers of the outdoors, there are 25 lakes within 75 miles of Longview, offering fishing, boating, and swimming. There are multiple golf courses and local parks nearby, including the brand-new Longview Arboretum, an ecologically sustainable city park opened in 2019. For culture buffs, the city is home to the Longview Museum of Fine Arts, Gregg County Historical Museum, Artsview Children's Theatre, and the Longview Symphony Orchestra. The city has been awarded the Cultural Arts District Designation by the Texas Commission on the Arts.

The town is also known for its festivals, especially the *Great Texas Balloon Race*—an annual event that draws world-class hot air balloon pilots and has earned Longview the nickname the "Balloon Capital of Texas."