

V. Finance & Development

Strategic Plan 2010-2015

Goal

Develop and implement a financial and advancement plan that will support our mission driven goals of academic excellence, diversity, spiritual enrichment and affordability.

Rationale

Trinity Episcopal School has effectively met its goal of full enrollment; future operating budgets cannot rely on additional student enrollment to meet operating needs.

Trinity Episcopal School must develop a sustainable operating model that allows us to advance the vision of the School's founders as we continue to be responsible stewards of the School's financial and physical resources.

Trinity Episcopal School shall maintain its tradition of affordable tuition and a robust tuition assistance program to meet the needs of our families and maintain our commitment to a diverse student body. We expect the need for such assistance to increase over time.

We are fully committed to attracting and retaining best-in-class faculty and staff and must offer competitive compensation and development opportunities to do so.

ACTION Steps

- Grow the Annual Fund as a critical component of the operating budget; establish a timeframe and plan to reach \$500,000 in sustained annual giving
- Initiate a study to prioritize spending needs and analyze cost containment and productivity opportunities to best manage the operating budget and support the goal of affordability
- Enhance and expand our planned giving and major gifts initiatives and efforts
- Develop effective communication tools so that current and future families fully embrace the culture of giving and philanthropy that built Trinity Episcopal School
- Continue to review and benchmark faculty salary and benefit levels on an annual basis to ensure competitive compensation
- Investigate broadening revenue sources to reduce current dependence on tuition
- Increase significantly Trinity's endowment through a focused and ongoing initiative to support and grow tuition assistance and professional development