OPPORTUNITY PROFILE

HEAD OF SCHOOL
TRINITY PRESBYTERIAN SCHOOL
Montgomery, AL
Dear Prospective Head of School Candidate,

On behalf of Trinity Presbyterian School, thank you for your interest in our Head of School position. We trust that this profile will give you the information you need to know about our school and the qualities we are seeking in our next Head of School. This position became available when our previous head, upon receiving his doctorate degree, accepted a position as an associate dean at a nearby Alabama university. We are blessed to have a highly qualified Interim Head of School, Merle Henkel, who desires to move back into his previous role as Chief Financial Officer when this position is filled.

Trinity is a unique school whose light shines brightly in our community and beyond. Many of our constituents see Trinity as a family whose connectedness extends beyond the school and into church, athletics, and the community. Trinity is embarking on its 50th anniversary, and we believe that God has always and will always have us in His special care.

Trinity’s mission is “To glorify God by providing for students the highest quality college preparatory education, training them in the biblical world and life view, thus enabling them to serve God in spirit, mind, and body.” We desire a Head of School who appreciates Trinity’s uniqueness, tradition, and mission. Most importantly we desire a leader who has a strong biblical world and life view, who understands the importance of teaching our students how to think and act as followers of Christ, and who sees life through the lens of Scripture.

We encourage you to read our Opportunity Profile and to visit our website at www.trinitywildcats.com to learn more about our school. If you are interested in pursuing this position, please refer to the Process of Candidacy (described on page 15) to begin the application process. If you have questions or need assistance, feel free to contact Laura Coverstone or Ed Poff (615-261-4623), the JobfitMatters consultants who are assisting us with this search.

Sincerely,

David Stanley
Vice President, Board of Trustees
Chair, Search Committee
Trinity Presbyterian School in Montgomery, Alabama serves 740 PK-12th grade students and stands out as one of the top schools in the River Region, in academics, athletics, and the arts. As Montgomery changes and improving public-school options create enrollment pressure for all private schools, Trinity is very much in demand as the best Christian school option, and for many, the best private school option in the area.

Trinity opened in a local church in 1970 with 200 students and 15 instructors. The vision of the founders has guided the school throughout the past 49 years and enabled Trinity to offer an unparalleled academic experience. The current team of more than 100 faculty and staff members are talented, caring, loyal, and more than half have earned advanced degrees.

Today, the state-of-the-art, multi-million-dollar campus covers 32 acres with 186,147 square feet under roof. Trinity has grown intentionally on a single site to keep siblings, family friends and faculty close to one another. Even now, Trinity is preparing for a new capital campaign on the same campus to accommodate needs and even better serve the existing student body.

Trinity is seeking an experienced leader to be its Head of School. First and foremost, this person must have a genuine relationship with Jesus Christ and a passion for students. Candidates will have demonstrated success as a seasoned leader (from inside or outside education) and ideally possess experience as a teacher, board member, or active parent at a school with a reputation for excellence in academics, athletics, and the arts.

As a visionary leader, the Head of School will work closely with the Board of Trustees and its committees on policy, decision-making, and long-range planning. As a skilled administrator, this leader will implement those policies, decisions and plans, deploying staff and the community of volunteers available, stewarding the required financial resources. Perhaps most importantly, the Head of School will inspire and encourage the faculty, staff, parents, and donors. The Head of School will enliven a culture of giving and drive the growth of both the annual fund and an endowment. Ideally, the candidate has experience working with a Board of Trustees and understands the role the Board of Trustees and Head of School each play in the carrying out school policies.

A recent school-wide survey of Trinity faculty, administration, board, and parents showed a healthy appetite for change and improvement from the whole community, and a strong sense of unanimity regarding future priorities and characteristics needed in the next Head of School. As it embarks on its 50th anniversary, Trinity is preparing for a new capital campaign to support these priorities.

We trust the additional information in this Opportunity Profile will help prospective candidates learn more about Trinity and the needs moving forward. For additional information about Trinity Presbyterian School, visit the website at http://www.trinitywildcats.com/.
MISSION

MISSION STATEMENT - To glorify God by providing for students the highest quality, college-preparatory education, training them in the biblical world and life view, thus enabling them to serve God in spirit, mind, and body.

GRADUATE PROFILE

The school shall place all of its emphasis on the outstanding preparation of its students thereby graduating young men and women:

• who know, love and serve Jesus Christ;
• who have the best academic preparation for any further education they choose;
• who are teachable and exhibit a love for learning;
• who are well-read;
• who effectively communicate in speaking and in writing, and persuasively present their point of view;
• who can think critically, work on teams cooperatively, and solve problems;
• whose experiences foster understanding of the diversity of the human race and prepare them for a life of evangelism reflecting the grace and truth of Christ to all people;
• who commit to a life of loyal, servant-leadership in the local church;
• whose participation in athletics (interscholastic or intramural) equips them with a Christian approach to wellness and who are capable of exhibiting their faith and Christian character in competitive situations;
• who apply biblical principles to their family, church, and work;
• whose work ethic, skills and loyalty demonstrate that Christians are to be relied on for the integrity of their work and the quality of their thinking;
• whose actions reveal genuine Christian character; and
• who live as disciplined, culturally different men and women, and as Christian leaders, engage their world and change it.
STATEMENT OF FAITH

WE BELIEVE in one sovereign God, eternally existing in three persons: the everlasting Father, His only begotten Son, Jesus Christ our Lord, and the Holy Spirit, the giver of life; and we believe that God created the Heavens and the earth out of nothing by His spoken word, and for His own glory.

WE BELIEVE that God has revealed Himself and His truth in the created order, in the Scriptures, and supremely in Jesus Christ; and that the Scriptures of the Old and New Testaments are verbally inspired by God and inerrant in the original writing, so that they are fully trustworthy and of supreme and final authority in all they say.

WE BELIEVE that Jesus Christ was conceived by the Holy Spirit, born of the Virgin Mary, was true God and true man, existing in one person and without sin; and we believe in the resurrection of the crucified body of our Lord, in His ascension into heaven, and in His present life there for us as Lord of all, High Priest, and Advocate.

WE BELIEVE that God directly created Adam and Eve, the historical parents of the entire human race; and that they were created in His own image, distinct from all other living creatures, and in a state of original righteousness. We further believe that God created our historical parents male and female for the purpose of complimentary sexual expression between male and female, and within the bonds of marriage only. Trinity is committed to and has the highest esteem for the sanctity of biblical marriage.

WE BELIEVE that our first parents sinned by rebelling against God’s revealed will and thereby incurred both physical and spiritual death, and that as a result all human beings are born with a sinful nature that leads them to sin in thought, word, and deed.

WE BELIEVE in the existence of Satan, sin, and evil powers, and that all these have been defeated by God in the cross of Christ.

WE BELIEVE that the Lord Jesus Christ died for our sins, according to the Scriptures, as a representative and substitutionary sacrifice, triumphing over all evil; and that all who believe in Him are justified by His shed blood and forgiven of all their sins.

WE BELIEVE that all who receive the Lord Jesus Christ by faith are born again of the Holy Spirit and thereby become children of God and are enabled to offer spiritual worship acceptable to God.

WE BELIEVE that the Holy Spirit indwells and gives life to believers, enables them to understand the Scriptures, empowers them for godly living, and equips them for service and witness.

WE BELIEVE that the one, holy, universal Church is the body of Christ and is composed of the communities of Christ’s people. The task of Christ’s people in this world is to be God’s redeemed community, embodying His love by worshipping God with confession, prayer, and praise; by proclaiming the gospel of God’s redemptive love through our Lord Jesus Christ to the ends of the earth by word and deed; by caring for all of God’s creation and actively seeking the good of everyone, especially the poor and needy.

WE BELIEVE in the blessed hope that Jesus Christ will soon return to this earth, personally, visibly, and unexpectedly, in power and great glory, to gather His elect, to raise the dead, to judge the nations, and to bring His Kingdom to fulfillment.

WE BELIEVE in the bodily resurrection of the just and unjust, the everlasting punishment of the lost, and the everlasting blessedness of the saved.
HIGHLIGHTS

- Trinity graduates have received over $35 million in merit-based scholarships over the last 5 years.
- Trinity’s mission project, Change 4 Change, has donated over $100,000 in the past five years to charitable organizations.
- Taking advantage of an extensive amount of AP courses on campus and online, a vast majority of Trinity’s AP students score between a 3 and a 5 on their exams, with many students being able to nearly complete their freshman college studies before ever graduating from Trinity.
- Trinity’s first CyberPatriot Team placed second in the State of Alabama in the cyber defense competition, where students act as IT professionals protecting corporate and small company networks.
- Trinity launched a “Cyber-Seniors” program in 2016, which allows students to teach senior adults how to operate their computers, iPhones, iPads, and other technological devices.
- Trinity’s Art Department provides opportunities for exhibition and collaboration between emerging student artists and professional artists through its annual Pop-Up Art Gallery and Collaborative Studio showcased downtown in the Alley Station.
- Trinity has more Jimmy Hitchcock Award recipients than any other independent school in Montgomery.
- Through the “Feeding America’s Backpack Program,” Trinity students provide food to 85 children weekly.
- Trinity had the largest number of students chosen for the 2016 All-State Honor Bands of any independent school in the River Region.
- Trinity has won 10 Envirobowl State Championships since 2001.
- Trinity has won 26 AHSAA state championships, most recently the 2018 Girl Soccer State Championship, the 2017 Girls Golf State Championship, and the 2015 State Cross Country Championship.
- Trinity’s theatre department produces a full-scale musical each spring with a cast of more than 100 Upper School students.
- Trinity Dance Ensemble won “Best Choreography” in the Panoply Arts Festival Competition.
- Eighteen Trinity students earned AP Scholar Awards from the College Board’s Advanced Placement Program® for 2017.
- Trinity’s Junior and Senior classes serve over 1,100 hours of community service with local organizations, such as Common Ground, Habitat for Humanity, and The Salvation Army.
- The Science Olympiad Team won the 2016 Regional Finals, and overall placed in the State competition ahead of the Alabama School of Math and Science, LAMP, and Montgomery Academy.
- The Trinity “Wildcat Pride” Marching Band received straight Superiors, swept all Best in Class Awards, and received the President’s Cup for the Overall Most Entertaining Band for the second year in a row.
- Trinity’s Athletic Department has received the Sportsmanship Award for four consecutive years from the Central Alabama Football Officials Association.
- Trinity offers over 27 Advanced Placement (AP) courses and Honor courses.
- Trinity’s Symphonic Band has received straight superior ratings at the Alabama Music Performance Assessment for the past 3 years.
- Trinity was recognized as an Apple Distinguished School for 2015-2017.
- 100% of Trinity graduates are accepted to post-secondary institutions, with many attending some of the finest colleges in the nation.
AT-A-GLANCE

**ENROLLMENT**
- **Total Enrollment**: 740
  - 26 Preschool/PK (Early Ed)
  - 477 6th - 12th (Middle & Upper School)
  - 245 K - 5th (Lower School)

**FACULTY**
- **Faculty**: 115
  - 86 Middle & Upper School
  - 29 Lower School
  - **Hold Advanced Degrees**: 60%
  - **Student/Faculty Ratio**: 18:1

**FINANCIAL**
- **Annual Budget 2018-2019**: $10.6 M
- **Giving for 2017-2018**: $620,081
- **Total Debt**: $1.66 M

**TUITION 2019-2020**
- Grades K-5: $10,145
- Grades 1-3: $12,220
- Grades 4-5: $12,816
- Grades 6-8: $13,750
- Grades 9-12: $13,890

**ACADEMICS**
- **94 Courses & Electives**
- **38 Honors & College Level Courses**
- **18 Advanced Placement Courses**
- **16 Honors Courses**

**FINANCIAL AID**
- In 2018-2019, $556,954 in reduced tuition was offered to 14% of Trinity families. An additional 27 students attend TPS with scholarship aid from State Tax Credit programs.

**CLASS OF 2018**
- **Total Alumni**: 2,600
- **Different Churches Represented**: 66
- **Four-Year College Placement**: 100%
- **National Merit Semi-finalist**: 1
- **Class of 2018 ACT Scores**: Mid 50%, Composite 24-30

**ACCREDITATION**
Trinity Presbyterian School holds dual accreditation from the Southern Association of Independent Schools (SAIS) and the Southern Association of Colleges and Schools (SACS). It holds membership in The College Board, National Association for College Admission Counseling, Southern Association for College Admission Counseling, and the Coalition of Lighthouse Schools.

College matriculation list can be found at [2018 School Profile](#). Trinity graduates have received over $35 million in merit-based scholarships over the last 5 years.
THE POSITION

The Head of School for Trinity Presbyterian School is responsible for the daily operation of the school and ensuring that policies set by the Board of Trustees are fully implemented. The Head of School should also anticipate situations that need attention from the Board of Trinity and make recommendations accordingly. The Head of School should communicate often and openly with the Board.

Trinity is an independent entity from its founding church, Trinity Presbyterian Church (PCA), but maintains a healthy relationship with the church. Currently a majority of trustees must be members of the PCA denomination, but not a particular church. Being a member of Trinity Presbyterian Church is not a requirement of the Head of School, but would certainly be welcome.

The Head of School is responsible for the hiring of all faculty and staff, and for ensuring that all employees are properly trained and educated in all facets related to the school’s mission. The Head of School is the only employee of the Board of Trustees. Any issues with other school employees must be directed to and handled by the Head of School. Trustees are exhorted to be respectful of the relationship between the Head of School and school employees.

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As the visionary leader, the Head of School will work closely with the Board of Trustees and its committees on policy, decision-making, and long-range planning. As a skilled administrator, this leader will implement those policies, decisions and plans, deploying staff and the community of volunteers available, stewarding the required financial resources. Perhaps most importantly, the Head of School will inspire and encourage the faculty, staff, parents, and donors. The Head of School will enliven a culture of giving and drive the growth of both the annual fund and an endowment. Ideally, the candidate has experience working with a Board of Trustees and understands the role the Board of Trustees and Head of School each play in the carrying out Trinity’s policies.

Under the current organizational structure at Trinity, the administrative team supporting the Head of School includes the following: Executive Assistant, Academic Dean, Director of Advancement, Director of Enrollment Management, Director of Finance and Operations, Director of Facilities and Campus Security, Athletic Director, Lower School Principal, and Middle/Upper School Principal.
RESPONSIBILITIES

**Spiritual Leadership**
The Head of School will lead with a Christ-like attitude demonstrating sensitivity, compassion, patience, honesty and wisdom in all interactions with staff, students, parents, board members, and other Trinity community members. This type of leadership should be integral to who he or she is and is key to maintaining a culture of trust and integrity at Trinity.

**Strategic Organizational Leadership**
The Head of School will provide strategic high-level direction, recommend visionary goals to the Board of Trustees, promote those approved goals and diligently oversee the implementation of them. He or she will collaborate with and supervise a team of senior administrators, ensuring they effectively lead all other staff. As needed, the Head of School will shape the organizational team to meet the goals of the Strategic Plan, nurturing excellence in all areas: academics, athletics, co-curricular activities, and the arts.

**Academic Leadership**
The Head of School assists the principals and administrative team in driving academic improvements, curriculum alignment, supervision of staff, selection of curriculum, and appropriate systems of accountability. The Head of School also develops and maintains a program of professional development to maximize staff growth, advancement and academic excellence.

**Development Leadership and Financial Management**
The Head of School will enthusiastically promote Trinity to the River Region enhancing the “brand” and reputation to increase enrollment and fundraising. The Head of School will also oversee the work of the Director of Finance and Operations in the business functions: accounting/finance, HR, technology, maintenance, facilities and auxiliary services.

**Relational and Communication Skills**
The Head of School will be a unifying and effective communicator for Trinity with all internal and external constituencies. This person will be a dynamic and engaging physical presence on campus, including at sporting or special events, to establish consistent visibility, rapport and encouragement with students, faculty, staff and parents.
QUALIFICATIONS

• The Head of School will be a Christ-follower and an active member of an evangelical church.
• The Head of School will be spiritually mature, modeling this in previous educational roles, demonstrating success in leading staff to put faith into practice.
• The Head of School will embrace and support the Trinity Statement of Faith, By-Laws, and Policies of Trinity Presbyterian School.
• The Head of School will have an advanced degree (Master’s or above) in educational administration and supervision and will have several years’ experience as a classroom teacher and head administrator. If the candidate comes from outside of education, he or she will bring significant and comparable organizational experience and demonstrated passion for education.
• The Head of School will have proven skills in the development of financial, personal, and prayer support in previous roles.
Successful leadership in any educational institution is judged by how well its leader meets the expectations of its governing body, meets the needs of its students, and responds to the input of its faculty, administration, parents, and other constituent groups. Trinity’s 2018 Strategic Plan contains the following Strategic Goals. Each goal is supported by Action Plans, Timelines, and Key Performance Indicators, as outlined in the full Strategic Plan.

**Strategic Goal #1 – Capital Campaign Analysis**
The Capital Campaign Committee is considering a Capital Campaign for Trinity Presbyterian School. Objectives of this proposed Campaign include the following:

- Update the entire school, to include interior and exterior spaces.
- Attempt to focus on existing footprint.
- Choose a qualified architect to be selected by the Board of Trustees.
- Work with selected architect to determine needs that can be fulfilled given the budget.
- Target: $3-$5 million.

**Strategic Goal #2 – Security Enhancement**
This goal includes increasing security features of the overall physical plant, appointing a permanent Security Task Force, conducting a comprehensive security audit, and a comprehensive security plan.

**Strategic Goal #3 – Board Development**
The purpose of this strategic point is to review and craft policy and process that will ensure that leadership at the governance level is developed and equipped to carry out fiduciary responsibility.

**Strategic Goal #4 – People and Programs Development**
The focus of this strategic area is on creating Centers of Excellence. The desire is to continue nurturing current areas for which we are renowned and have in the past been very intentional in developing excellent programs. Renovation of existing classroom space is likely necessary to facilitate these enhancements.

**Strategic Goal #5 – Biblical Worldview Training**
This strategic goal includes worldview training for faculty and staff, worldview integration assessment, training for trustees and parents, and appointing a Director for Worldview Education.
WHERE IS THE IDEAL CANDIDATE TODAY?

The ideal candidate will likely come from a Christian school, but the right leader may come from a variety of vocations. We believe someone from one of the following areas will likely have the skills and experiences that are needed to lead Trinity. The candidate may approximate one or more of these descriptions. This list is not meant to be exhaustive, but rather to encourage potential candidates to understand the breadth of experiences that may fit well in this position:

- An experienced leader of a Christian school with at least 500+ students.
- A successful private or public-school leader who believes wholly in Christian education, has a solid Biblical background, and preferably teaching experience in a Christian school.
- A successful and rising head of a Christian school.
- An organizational leader outside education who brings significant years of experience with a Christian school Board of Directors, has a strong understanding of non-profit organizations and fundraising, and a significant passion for Christian education’s kingdom impact.
Montgomery, Alabama, the capital city, offers residents a suburban feel, a variety of recreational activities, and an affordable cost of living. A region of vast economic diversity, Montgomery is home to state and regional governments, a major military installation, the USAF Air University, an extensive service industry, wholesale and retail trade, and tourism.

Montgomery County adheres to a zoning and planning code that encourages sustainability, walkability, and mixed-use for development. Several neighborhoods – Hampstead and The Waters - have taken the concept to heart and offer several unique retail and dining options as part of the neighborhood experience. Hampstead is also a Southern Living magazine inspired community and features several Southern Living inspired homes and house plans.

Montgomery is home to Maxwell-Gunter Air Force Base and several Korean companies, including Hyundai Motor Manufacturing Alabama, so there’s always a steady influx of new U.S. and international residents, creating a diverse community.

Montgomery is home to one of the top 10 Shakespeare theatres in the country, the Alabama Shakespeare Festival. The Montgomery Symphony, Alabama Dance Theater, and Montgomery Ballet will delight music and dance lovers.

Finally, Montgomery offers recreation and lifestyle opportunities for the whole family:

- A great selection of competitive, league sports for kids
- Tons of biking and running clubs
- Lots of opportunities along the Alabama River – paddle boards, boat rentals
- Several areas of town offer great places to play, feature fabulous dining options, and are hopping with cool nightlife – Downtown, EastChase, Cloverdale, Midtown & the South Central Business District.
If you sense that the gifts and experience God has given you are a good match for Trinity Presbyterian School, we invite you to begin the inquiry process. We handle all candidate information and conversations confidentially. You may contact Laura Coverstone at any stage of the process for more information and to ask questions (see contact information below).

Please provide the following for review:

A current resume

Responses to the following essay questions

• Describe your spiritual journey of faith in Jesus Christ.
• Indicate how God is using you in your work, in your church and in your community. How has your relationship with Jesus shaped your career and influenced your decision to apply for this position?
• Describe your experience with Christian education, both personally and professionally. How would you define the marks of “educational excellence” in a 21st century Christian school?
• Provide the names and contact information (telephone numbers and email addresses) for four references who know you and your career well enough to comment on your suitability for the Head of School position at Trinity. References will only be contacted after we have requested and received your permission to do so.

Submit this information in one document or PDF to:
Laura Coverstone
JobfitMatters
resumes@jobfitmatters.com
Phone: 615-261-4623

In the subject line of the email, please write “Trinity Pres HOS.”

SEARCH TIMELINE: All candidate information will be reviewed upon receipt and candidate review will continue until a Head of School is selected. With a strong interim Head of School in place, it is anticipated that a selection will be made in the early fall for a July 2020 start.