

2020-2025  
**STRATEGIC  
PLAN**  
*for TRINITY COLLEGE SCHOOL*



**TRINITY**  
COLLEGE SCHOOL

Since 1865

# Our Mission

*Developing habits of  
the heart and mind for a life  
of purpose and service*

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## Our Vision

Trinity College School will be internationally regarded for excellence in developing leaders of character, purpose and vision due to the strength of its people, program and place.













## The result of more than 18 months of community consultation, we are pleased to formally introduce The Strategic Plan for Trinity College School 2020-2025.

The hallmark of Trinity College School is our remarkable community, and any plan for our future will only be as strong and effective as the breadth of community voices it reflects. As with our two previous five-year strategic plans, our community of parents, students, employees, alumni and friends again answered the call with enthusiasm when asked for your insights and suggestions regarding the School's future, demonstrating your great affection and care for the health and continuity of this nearly 155-year-old institution.

**The backbone of this plan is founded in community consensus. You spoke and the School listened.**

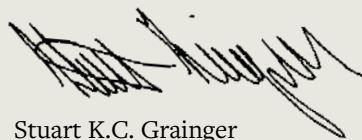
We were delighted by your supportive and encouraging feedback; overwhelmingly you felt that TCS was on a positive and progressive trajectory and that our mission of *developing habits of the heart and mind for a life of purpose and service* remains critical, possibly now more than at any time in our history. We were grateful for the pride you expressed in the significant progress made at the School over the past decade. And in celebrating that success, you also expressed the collective sentiment that the time was right to increase engagement with the people who comprise the TCS community, while also further enhancing our program and the place within which it is offered.

**Woven into our six strategic goals – which fall into three distinct pillars of focus – you will recognize an overarching commitment to: our strong academic program, which prepares our students with competencies for a changing world; a boarding community which offers a structure and supports that benefit both our**

**day and boarding students; and a living and learning space that is environmentally responsible and sustainable for another 155 years.**

The TCS Governing Body, chaired by Rick Byers '78 P'08 '10 '12, initiated this planning process in 2018, and our board members' guidance has been critical throughout. We look forward to the continued support of our governing body, under the leadership of new board chair David Thomas '82 P'16, over the next several years. Special recognition must go to Dr. Elspeth Murray P'08 '10, our planning facilitator, who worked to ensure this plan reflected the community's collective vision; the strategic planning committee members, who guided this process with great insight and inclusiveness; and the School's shared leadership team, who helped mold a plan reflective of both current realities and future challenges and opportunities, to benefit the young hearts and minds at TCS.

We encourage you to explore the goals outlined in our community's plan for the future of the School. We are already moving forward with many of the more than 150 tactics required to achieve our goals and are committed to keeping you updated on our achievements. And we thank you for your continued interest and support, and for being a part of this planning process, which was truly a labour of love by, and for, the Trinity College School community.



Stuart K.C. Grainger  
Headmaster



The pillars of the strategic plan will guide the School's actions over the next five years.







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## PILLAR A

Underscore our commitment to our common purpose.



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## PILLAR B

As a values-based community, meet the changing needs of our students in preparation for the future.



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## PILLAR C

Invest in the future of Trinity College School.







PILLAR



Underscore our commitment  
to our common purpose.







## GOAL » 01

# Through a community effort, we will nurture the development of good people who will strive to make the world a better place.

### **Continue to educate all constituents on the value and importance of our community in developing good people**

Through thoughtful consideration and feedback, it is evident that the extended school community continues to support and embrace TCS's mission of *developing habits of the heart and mind for a life of purpose and service*. Not only has the mission statement stood true over the past decade, the prioritization of the development of good people has never resonated more nor been as vital to the future of the planet.

We understand and celebrate that it is through the past and future efforts of our collective community that we achieve our mission. It is the shared values and connectedness of the TCS learning community that support the development of good people who do good things.

The TCS experience is unique and perhaps best articulated as a *TCS Signature Journey*. We have identified that it is through our shared experiences of a strong core program and a formative set of non-negotiable expectations within the TCS community that we anchor the TCS experience. All the while, through our wise counsel of caring and hard-working staff, we are empowering each of our students to pursue a unique path, propelled by personal interests, aptitudes and passions. Students begin to uncover key realizations about themselves, so, at the end of their TCS Signature Journey, they are well-prepared to forge ahead on the path that lies before them: to embrace opportunities at university, to find their footing in the workplace and, ultimately, to build meaningful and satisfyingly good lives.

We will further educate our extended community about the TCS Signature Journey as illustrated through the sharing of TCS history and the personal journeys of TCS students past and current. We will weave the School's mission into daily life at TCS by profiling, for example, community members who live the mission. In this way, it will be emphasized and understood by all our audiences throughout their association with the School, from a prospective family, to a current family, to an alumni family.



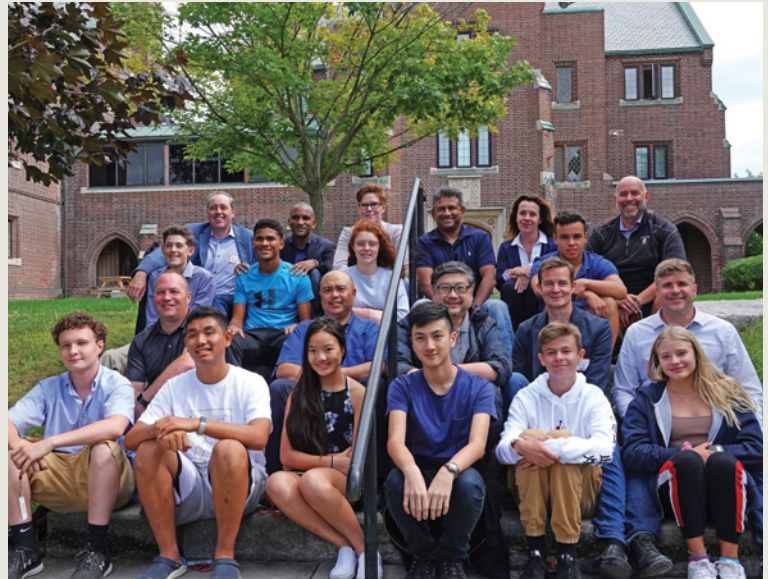




**Prompt the extended engagement of all community members in the development of good people**

Looking within and beyond the School's Centennial Gates, the School will engage all community members, asking them to join us in celebrating our meaningful mission, and inviting them to collaborate with us in instilling good habits in our students.

Working closely with parents, we will help ensure that our young people are receiving consistent messaging from the adults in our community to help guide their path. We will increase contact with alumni to further build community and maintain a lifetime connection to the TCS mission. We will further celebrate and engage parents, alumni and friends of the School in initiatives such as our networking program and career



showcase, as these constituents live TCS's mission and can effectively model purposeful lives for our students.

TCS will recognize and support the critical role all employees play in the development of good people by working to ensure a healthy, caring approach to dealing with workload, wellness and remuneration, and finding ways of recognizing employees and their contributions to our community. We will work to maintain a sense of community that has employees connecting with the TCS mission and contributing to the TCS story in their own unique ways. Employees will be given the tools necessary to support the School's mission, make decisions in support of the mission

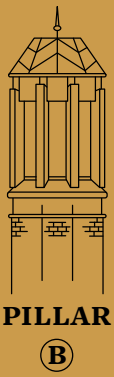
and share a common sense of purpose, by providing expectations as guided by best practices and relevant job descriptions; offering professional development opportunities for all; and onboarding new employees so they are effectively introduced to our community.

Importantly, we will ask our students to commit to a values-based life; demonstrate daily gratitude for the opportunity provided as a member of this community; make efforts to care for the natural world around them; and contribute to their broader community through service learning initiatives with an aim of making the planet a better place.









As a values-based community, meet  
the changing needs of our students  
in preparation for the future.







## GOAL » 02

# Foster a healthy and productive learning community.

### **Nurture the academic and personal growth of students, prioritizing academic and social-emotional learning**

Our caring, values-based community offers the ideal environment in which to learn and grow. Healthy and respectful relationships offered by a team of adults, guiding and supporting each and every student, leave the School well situated to focus on individual academic and social-emotional growth.

Guided by an informed understanding of child development, we look to support the growth and health of the whole person by ensuring our curriculum, learning skill development and student support services (academic, guidance and wellness) are aligned from Grades 5 through 12. Through this thoughtful developmental lens, we will implement instructional strategies that support motivation, competence and self-directed learning.

Among our commitments, to name a few: we will assess to ensure homework is purposeful, refine the daily schedule and yearly calendar within the context of balance and sustainable engagement, and evolve the concept of spiritual development.

### **Cultivate a positive and professional staff climate**

A talented, committed and hard-working team of professionals, our educational and operational staff are second to none. With an eye to best serving the young people in our care and the families, alumni and friends who make up the broader school community, TCS employees care more and work harder.

With the focus keenly on our students, we also need to ensure that due consideration and recognition are extended to the adults who make this learning and living community such an incredible place. As such, we commit to creating and preserving more time for collaboration with peers; reviewing, refining and growing the understanding of roles and responsibilities; and identifying and celebrating the value of each of the adults in our community.

### **Promote empathy and respect within an inclusive and diverse environment**

As a welcoming, inclusive community, we find our strength in celebrating diversity. We look to continue our commitment to expand

our diverse composition while reevaluating our program, structure, curriculum and conversations to ensure they whole-heartedly reflect inclusivity as well as best support students new to our community. The opening of minds not only forms the foundation of a healthy and caring community, it ensures our students are best prepared to be a positive and contributing force in the global village that is their future. As such, we will, for example, consider our binary approach to student house assignments, develop strategies to hire and retain a diverse staff, and audit all school communications, assessing the use of inclusive language.





## GOAL »» 03

# Develop communication competencies in a complex world.

### **Use technology to support learning in an engaging, student-centered, conscientious environment**

With a priority on digital citizenship and innovation, we will adopt models of digital literacy development that align with our community's values and the responsible use of technology. Our students must develop critical thinking skills for a complex world of increased digital interaction, where the proliferation of information and knowledge demand

thoughtful engagements, including respectful phone use and conversational skills. We will foster strategies that lessen the distraction of technology in our classrooms and wider community. Also, we will conscientiously consider the balance of technology and wellness for those at TCS.

A comprehensive technology plan, which spans Grades 5-12, will help guide our pedagogical decisions around the instruction of new and emerging technologies as preparation for

the future. We will assess the School's recent transition to the Google platform and explore the expansion of the platform in the Junior School. We will look to offer opportunities to expand students' exposure to and competencies around a variety of technological advancements such as artificial intelligence, virtual reality and blockchain. For our faculty, we will implement compelling professional development opportunities on effective practices related to educational technology.







We will contemplate technology applications which may enhance effective operation of the School. This might include technology that leverages curriculum delivery and community building (e.g. the ability to more readily connect with international families during Parent-Teacher Meetings); further addresses our environmental sustainability efforts; and/or supports the School's efforts towards finding more balance in the lives of our students and staff.

### **Grow intercultural understanding and confidences**

As a boarding community that welcomes students from more than 30 different countries annually, we are perfectly poised to develop an intercultural competency in our students. We are committed to further “internationalizing” our curriculum and learning environment by maximizing the opportunity presented by this diverse student body.



When considering our students, we will review the School's current offering of international learning opportunities. For our staff, we will identify professional development that underscores the value of culture flexibility as it relates to the understanding of multiculturalism, multilingualism, cultural characteristics, cultural transition issues and curriculum as a whole.

### **Model and encourage social responsibility and understanding of ethics**

To graduate students who are well-prepared and self-directed we will continue to prioritize

student leadership education and implement opportunities for financial literacy development.

With a systems thinking mindset, we will work to create connections between personal values, community values and civic responsibility. Recognizing the ethical obligation and impact we have on one another, and on the greater world, we will develop a comprehensive sustainability curriculum and embed principles of Truth & Reconciliation into our learning community.





Invest in the future of  
Trinity College School.







## GOAL » 04

# Continuously work to make TCS more affordable to more people.

### **Assess and consider key factors that impact the affordability of a TCS education**

With a goal to make TCS more affordable to more families, we must look to effectively manage the rate of tuition increases while ensuring our financial assistance budget keeps pace with any rise in fees. While our community's generosity has allowed for the doubling of TCS's endowment in recent years, it will be imperative that we continue to grow the capacity of the School's endowment to cover more of the financial assistance budget. We will also consider alternate pricing models in relation to a TCS education.

### **Increase clarity around the financial commitment and supports available to mission-appropriate students**

Through the consolidation of fees and enhanced communication tools we will more clearly outline both the financial commitment of attending TCS and the financial assistance program available to families. Offering a financial handbook and a tool to help calculate actual financial commitment, for instance, will help enable families who are considering TCS to plan for their child's education in a fully informed way.

### **Launch a fundraising campaign for the endowment**

We are looking to build on the incredible accomplishments our collective community achieved through the 150<sup>th</sup> anniversary fundraising campaign that saw the School's endowment increase from \$22 million to \$53 million. The endowment has since grown and currently sits at \$59 million. The size of a school's endowment is critical to the sustainability of the institution but also, most importantly, the endowment directly funds the School's financial assistance program which opens the TCS experience up to more deserving young people every year.





## GOAL » 05

# Commit to infrastructure improvements to attract and sustain mission-appropriate staff and students.

### Launch a fundraising campaign in support of infrastructure improvements

Over the past decade, the core of our campus facilities has undergone significant structural change with the addition of facilities such as the Arnold Massey '55 Athletic Centre, Cirne Hall and the visual arts wing. And while these enhancements have undeniably enhanced the living and learning environment for both students and staff alike, our community is now welcoming a phase of limited facility construction.

Over the next five years we will focus on refreshing and renewing some of the School's older boarding, teaching and common spaces. As the TCS Renaissance Plan (launched in 2018) identified, some of our older facilities, which date back as far as the 1930s, have started to show the tests of time. As the caretakers for future generations of TCS students, it is our responsibility to look after our facilities to ensure their sustainability, renovating in a manner which reduces the School's environmental footprint.

It is also vital that our buildings are a true reflection of the outstanding programs that are offered within and that we are future-focused with our building plans in order to continue to attract prospective families.

In support of this goal, we will launch a fundraising campaign in support of infrastructure improvements and the endowment.





## GOAL »» 06

# Ensure all programming and operational initiatives are tied to our mission and fiscally sustainable.

### **Audit and assess all current programs and operational initiatives to ensure long-term sustainability**

We will capture an overview of Trinity College School's current program and initiatives. With a view to continue offering a wide breadth of programming we must also ensure all initiatives are both reflective of the School's overall goals and fiscally responsible. By effectively mapping out all initiatives, from academic to co-curricular and operational to residential, we will create a tool with which to measure newly proposed initiatives to ensure they are mission-driven and sustainable.







Trinity College School (TCS) is a leading co-educational boarding and day school for approximately 550 young people from Grades 5-12. The School is situated on a beautiful 100-acre campus in the town of Port Hope, Ontario, one hour's drive east of Toronto. Founded in 1865, the School places a balanced emphasis on academics, service learning, athletics and the arts – as both a long-held TCS tradition and a rethought, reinvigorated approach to 21<sup>st</sup> century education.

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