



HEAD OF SCHOOL

OPPORTUNITY PROFILE



—ALOHA—

from the Board of Directors

Dear Prospective Head of School Candidate,

Thank you for your interest in the Head of School position at Trinity Christian School in Kailua, Hawai'i. This Opportunity Profile will provide a first glance at our school and the key characteristics needed in our next leader.

This is an exciting time in the life of TCS. Throughout the past decade, we have seen God's provision in our transition to a classical methodology, expansion to include a secondary school, and graduation of our first five senior classes.

Our next Head of School needs to be a visionary leader who can solidify these recent improvements, increase enrollment, retain students from year to year, and direct our school in the next step of acquiring property and building a permanent campus. TCS is the only classical school in Hawai'i, offering a rigorous academic program that joyfully exhibits the love of Christ to a diverse ethnic population. We are looking for a candidate who will effectively lead a classical school, appreciate the unique culture and beauty of the Hawaiian Islands, and delight in a place that merges western and eastern traditions.

We encourage you to read through this Opportunity Profile and further explore our website for additional information at www.tcskailua.net. If you are interested in pursuing this opportunity, please reference the Process of Candidacy page for next steps. If you have any questions, please contact us at **board@tcskailua.net**.

Sincerely,
Head of School Search Team





OVERVIEW

Founded in 1981, Trinity Christian School is located in the seaside town of Kailua on windward O‘ahu and has 340 preK–12 students representing 240 families. Christ forms the center of our purpose and practice at Trinity, and we find the ultimate purpose of education in Him. As a ministry of Trinity Presbyterian Church (Presbyterian Church in America), our school was founded as a ministry to further the glory of God on O‘ahu.

Trinity Presbyterian Church has chartered the Board of Directors to lead TCS to “reach students through education with the good news of Grace in Christ Jesus and to equip them to lead redemptive grace filled lives of service to the islands and the world.” To achieve this, the Board has established the following Mission to guide the school:

We are a Christ-centered classical school committed to partnering with parents to engage the minds and transform the lives of students for the glory of God.





CORE CONVICTIONS



Christian Worldview in Our Thinking

What we think and believe is rooted in a story. As humans, we seek to find our place in God's creation and His story of redemption in a fallen world. This draws us into an honest pursuit of truth, goodness, and beauty. Christian education aims to train wise and virtuous adults who are able to discern truth, choose what is good, and beautifully express the reason for those choices. We believe ultimate fulfillment in this journey will be found in the person of Jesus Christ.

Gospel in Our Motivation

The Good News of Jesus Christ gives us purpose in every endeavor and teaches us to approach creation, other people, and our work with humility. In this age of self-confidence and self-serving pragmatism, we acknowledge our dependence on our Creator and trust in the provision of His Son on the cross. We are motivated not by indebtedness, but by a thankful heart. This means that our academic pursuits are not an obligation or a ticket to success, but rather a response to the Good News and an act of worship.

Classical in Our Method

We believe that the classical method provides the best means of educating children, according to centuries of experience in educating history's greatest minds and leaders. We train students through their natural developmental stages in the disciplines of Grammar, Logic, and Rhetoric. These tools of learning capitalize on the Western liberal arts tradition and equip young men and women to be lifetime learners in any context or culture.

Partnered with Parents in Our Community

We recognize the God-given authority of parents as the primary educators over their children, so we respect and faithfully serve parents in that tremendous responsibility. We openly welcome parent involvement in the life of the school and orient ourselves toward serving parents, just as parents have long served the school. Together we work for the success of students, not just in the classroom, but especially in the home and for the family. Ultimately, we partner with parents to glorify God in our community.



STATEMENT OF FAITH

We believe the Bible is the written Word of God, inspired by the Holy Spirit and without error in the original manuscripts. The Bible is the revelation of God's truth and is infallible and authoritative in all matters of faith and practice.

We believe in the Holy Trinity. There is one God, who exists eternally in three persons: the Father, the Son, and the Holy Spirit.

We believe that all are sinners and totally unable to save themselves from God's displeasure, except by His mercy.

We believe that salvation is by God alone as He sovereignly chooses those He will save. We believe His choice is based on His grace, not on any human individual merit or foreseen faith.

We believe that Jesus Christ is the eternal Son of God, who through His perfect life and sacrificial death atoned for the sins of all who will trust in Him alone for salvation.

We believe that God is gracious and faithful to His people not simply as individuals but as families in successive generations according to His Covenant promises.

We believe that the Holy Spirit indwells God's people and gives them the strength and wisdom to trust Christ and follow Him.

We believe that Jesus will return, bodily and visibly, to judge all mankind and to receive His people to Himself.

We believe that all aspects of our lives are to be lived to the glory of God under the Lordship of Jesus Christ.

The statements above are the foundational beliefs for Trinity Christian School, affirmed by all faculty, administration, and Board members. They are expressed without reservation in all classes and grade levels.

Twenty-four churches of various denominations and theological positions are represented by Trinity faculty and staff. For matters of theological importance, however, Trinity Presbyterian Church is the final interpretive authority on the Bible's meaning and application. The school follows the historic Reformed Christian faith as articulated in the *Apostle's Creed*, the *Five Solas* of the Protestant Faith, and the *Westminster Confession of Faith*, *Larger and Shorter Catechisms* as adopted by the *Presbyterian Church in America*.



OUR STORY

1981

TCS was founded by Trinity Presbyterian Church with a vision for providing a quality Christian education for the broader community in Windward O'ahu. A group of families stepped forward in faith and enrolled 26 students that first year. TCS quickly gained a reputation for its Christ-centered mission, high quality educational programs, dedicated teaching staff, and involved parent community.

1986

What began as a private home in Maunawili Valley transformed into a campus with an elementary building. In the coming years, a new administration building was added with offices, library, computer lab, sanctuary, and a remodeled preschool center.

1990

The school completed its expansion of classes from preschool through 6th grade. TCS thrived as a K–6th grade school and waiting lists grew.

2003

The school became a fully-accredited PK–6 school by the Association of Christian Schools International (ACSI).

2007

In consultation with Trinity Church and the Trinity School community, the Board of Directors decided to expand the program to include a secondary school. At the same time, the Board decided to embrace a classical method and philosophy of education. Enrollment was at 207.

2008

The Secondary School opened with 7th and 8th grades on a new campus. Elementary grades were split into two sections and limited to just 18 students per section. As the administrative function of the school grew larger, the Board of Directors began the process of developing the organizational structure and governance to fit the new model.

2010

The school became a fully-accredited PK–12 school by the Hawai'i Association of Independent Schools (HAIS) and Western Association of Schools and Colleges (WASC). Enrollment was at 286.

2013

Despite an economic depression in which other schools were closing, Trinity continued to expand in its enrollment to 352 and graduated its first senior class.

2015

The Board made the decision to expand to two sections in the Secondary School and worked to revitalize the Charter from Trinity Presbyterian Church and revise its by-laws, clarifying roles and governance and moving the school into a more strategic place for future growth.

2017

Trinity consists of 340 students and 240 families. Trinity students have gained a reputation for their successes and commitment to serving the community and bearing witness to the power of Christ in their lives and the life of the school.

TRINITY AT A GLANCE

INTRODUCTION

TCS is an independent, co-educational, PreK–12th grade day school with missional-based enrollment that offers a classical Christian education.

TUITION

Preschool PreK/JK (half day): \$8,000

Preschool PreK/JK (full day): \$10,800

Elementary K–6: \$12,400

Secondary 7–12: \$14,000

FINANCIAL

Annual Budget (2017–2018): \$4.7 million

Giving (2017–2018): \$95,322

Total Debt: \$0

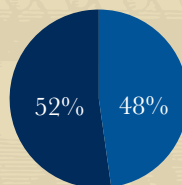
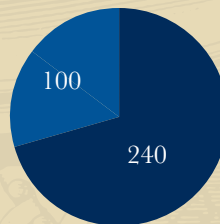
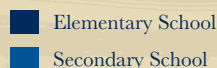
ACCREDITATION & MEMBERSHIP

Trinity Christian School is a member of the Association of Classical and Christian Schools (ACCS) and is accredited by The Western Association of Schools and Colleges (WASC) and the Hawai'i Association of Independent Schools (HAIS).

ENROLLMENT

340

Total Students



163 Boys
177 Girls

CLASS SIZE

14:1

Student/Faculty
Ratio



Average Class Size:
14 Students

FINANCIAL AID

15.5%

Receive Need-Based
Financial Aid

\$159,261

Awarded in Financial Aid
(2016–17 academic year)

CLASS OF 2017

100%

College Acceptances

SAT Averages:

718

ERW

(97th national percentile)

667

Math

(92th national percentile)

- 3 full-ride college scholarships
- 1 National Merit Scholarship
- \$2.6M in Academic Scholarships
- \$30,000 in Speech & Debate Scholarships

FACULTY

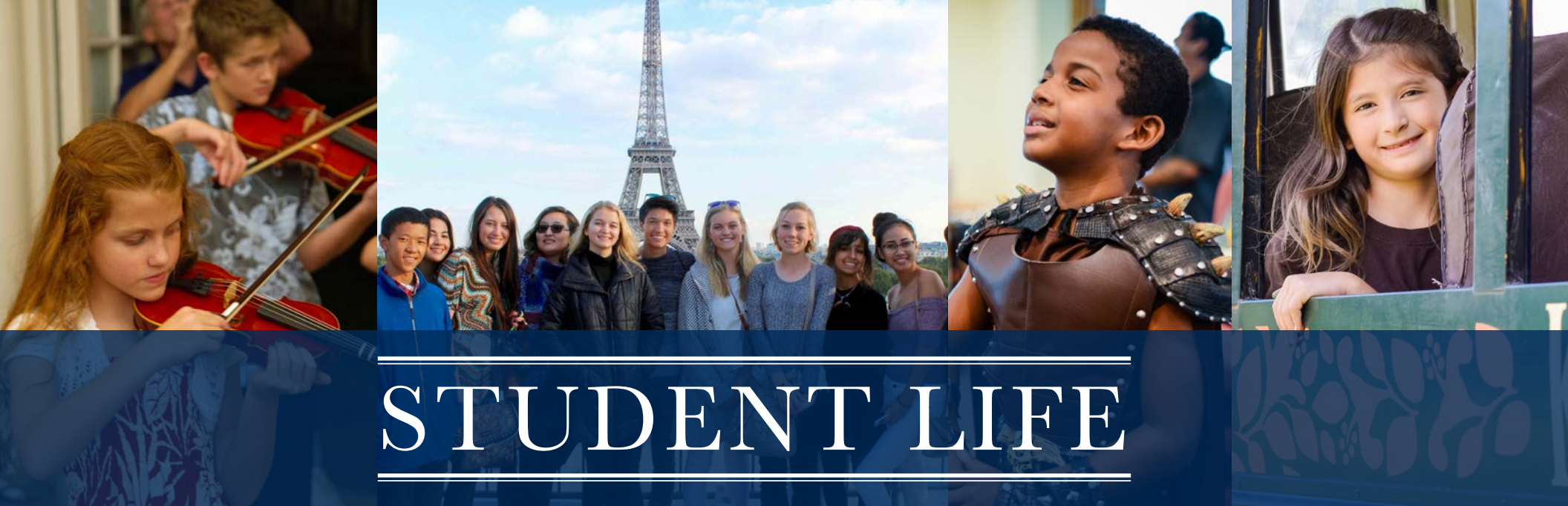
24%

Hold Advanced
Degrees



COLLEGE ACCEPTANCES

49 graduated seniors have been accepted to college, including at Covenant College, Pepperdine University, Wheaton College, Hillsdale College, Calvin College, Corban University, Biola University, Point Loma Nazarene University, Azusa Pacific University, George Fox University, DePaul University, Liberty University, Seattle Pacific University, Emerson College, University of Hawai'i at Mānoa, American University, and Texas A&M.



STUDENT LIFE

At TCS, our extracurricular activities, fine arts, and student events are opportunities for students to grow intellectually, physically, spiritually, and socially. We seek to glorify God in developing relationships with each other and attaining the highest standard in rigorous academics, training in physical endeavors, and emulating what is beautiful in music, art, and drama.

Upper School

- House System integrates secondary school grades and provides student leadership opportunities.
- Social events include annual Lions' Camp retreat on the North Shore.
- All school service projects like the Kawai Nui Marsh Renovation.

Lower School

- Bi-monthly Exordiums open to parents and friends
- Annual Speech Festival
- Grade specific events such as the Roman Feast, Hawaiian Luau, Renaissance Fair, and Dickensian Christmas Party.

Excursions & Tours

- As a significant component of the TCS education, providing students with opportunities for experiential learning and growth in independence and responsibility, they are included in the costs of tuition.

- State and local field trips including a 5th grade excursion to the Big Island and a 6th grade overnight stay on the USS Missouri in Pearl Harbor.
- European Grand Tour of Greece, Italy, France, and the United Kingdom for all seniors, as the capstone of their curriculum.

Fine Arts

- Annual Fine Arts Night celebrates excellence in art and music.
- 2017: Doodle 4 Google Contest Hawai'i winner in 4–5 grade group.
- Choir program and an annual Christmas Concert.
- Drama Team performs two plays each year in the fall and spring.

Speech & Debate

- Member school in the Hawai'i Speech League (HSL) and the National Speech and Debate Association (NSDA).
- Received State Championship titles and competed successfully at Nationals in both speech and debate.
- Received NSDA Hawai'i District Student of the Year Award in 2016 and 2017.
- Students recognized in American Legion Oratorical Contest and Rotary Club Speech Contest.

STUDENT LIFE

Athletics



The Roman poet, Juvenal, urged the development of *mens sana in corpore sano*, ‘a healthy mind in a healthy body.’ At TCS, we continue this classical tradition as we teach our students to be scholar athletes, training both mind and body to be prepared for God’s work. Our athletic programs provide opportunities for our students to glorify Jesus Christ through competition and grow in maturity, courage, discipline, cooperation, commitment, sportsmanship, dependability, respect for others, and grace and humility in victory or defeat.

- Grades 4–6 participate in the CSAL (Christian Schools Athletic League), offering basketball and volleyball for boys and girls.
- Grades 7–12 compete in the AACS (Athletic Association of Christian Schools), offering volleyball, basketball, cross-country, and soccer teams for both men and women.
- Secondary School AACS achievements for 2016–2017 included 1st place in boys volleyball, 3rd place in girls volleyball, 3rd place in boys basketball, 1st place in boys soccer, and 3rd place in girls soccer. In cross-country, TCS boys took 2nd in 2016 and 1st in 2017, and TCS girls took 2nd in 2016 and 3rd in 2017.

Annual School Biathlon

- Represents the capstone of the TCS physical education program, required for all secondary students to complete at least once.
- Open to all students in grades 4–12, parents, and to the larger Kailua community.
- Event begins with prayer and singing the doxology on the beach as the sun rises. Participants then complete a 600-yard swim in the ocean and finish with a 3-mile run.





COMMUNITY PROFILE



Kailua, on the island of O'ahu

Hawai'i is the most racially diverse state in the nation with almost one in four people identifying as mixed race. It is also the only state that has never had a white majority. The largest percentage of the population is Asian, while Native Hawaiians and Pacific Islanders also make up a significant part. This blending of eastern and western cultures helps produce understanding and acceptance for those of diverse cultural backgrounds. The aloha spirit is a living reality for native Hawaiians and non-Hawaiians alike, who actively seek to make those around them feel loved and welcomed.

Kailua, meaning “two seas” in Hawaiian, is on the windward side of O'ahu, about a thirty-minute drive from Honolulu. The community clusters around Kailua Bay and is surrounded by the steep emerald inclines of the Ko'olau mountain range. Trade winds blow gently from the ocean, keeping annual temperatures at a range of 71 to 80 degrees and wafting the smell of plumeria blossoms and

night-blooming jasmine through the town. Designated by *Coastal Living* as quite possibly “the most beautiful beach town in America,” and considered one of America’s “tropical dream towns” by *Sunset Magazine*, Kailua combines a small town feel with a lively cultural atmosphere. Most of the key locations are accessible by bicycle, and recent years have seen the development of the downtown area, with new restaurants, shopping opportunities, and an expanded weekly farmer's market, where locals listen to outdoor music while enjoying dinner.

Families appreciate the slower-paced, community-focused lifestyle of Kailua, home to two internationally renowned beaches that gently slope into the shaded deep blue and turquoise ocean, complete with opportunities for swimming, snorkeling, standup paddle-boarding, and kayaking. Lanikai ‘Heavenly Ocean’ Beach boasts calm and clear water, white sand, and a view of the twin Mokulua islands, while visitors come from around the world to kiteboard off Kailua Beach. Hiking opportunities also abound, from scaling the three peaks of Mount Olomana to taking the Maunawili Trail through a tropical rainforest for a glimpse of the falls.



HEAD OF SCHOOL PROFILE



THE POSITION

The Trinity Christian School Board of Directors appoints the Head of School to serve as the chief executive officer responsible for effective management of the school at a variety of levels. Serving as a non-voting member of the Board, the Head of School reports to and is assessed by the Board of Directors.

Leadership Characteristics of the Ideal Head of School

Spiritual Leadership

- Provide spiritual leadership for TCS as an educational ministry under the guidance of the church session.
- Be known as a person of integrity, demonstrating a mature and vibrant Christian walk and Christ-centered servant leadership.
- Winsomely articulate a Christian worldview to others, convinced that all truth is God's truth.

Executive Leadership

- Serve as chief liaison between the school and the Board.
- Work with the Board on the annual budget and developing strategic and financial long-range plans.
- Advise the Board on fundraising needs and plans and become personally involved in cultivation and solicitation for major gifts.
- Develop and implement future plans regarding facility and enrollment expansion.
- Be an excellent team builder, team leader, and motivator, organizing the administrative team to ensure smooth day-to-day operations.
- Recruit and retain mission-appropriate families and develop healthy communication between parents and the school.

Academic Leadership

- Differentiate TCS's classical approach from other private and public schools in the area.
- Recruit, hire, mentor, and retain an ever-improving high-caliber faculty.
- Oversee the design, implementation, administration, and high-standards of a Classical Christian curriculum, programs, and services, including accreditation by the appropriate bodies.

Relational and Communication Skills

- Function as a passionate spokesperson for the school to all stakeholders and constituents as well as the broader community.
- Be a good listener, actively hearing new and different viewpoints, but ultimately having the courage to be decisive and bold.
- Live, invest, and worship in the Kailua community, fully engaging in all activities of the school.

EXPECTATIONS

of the Head of School



Successful leadership is measured by how well the incumbent supports the vision within the Charter, the mission and core convictions of Trinity Christian School, and the current strategic vision of the Board.

Following are the key priorities for the next Head of School in support of the Board's current Strategic Plan. The new Head of School will influence future Strategic Planning.

The Head of School will:

1. Engage the broader community to develop a culture of giving.
2. Continue to mature our classical Christian instruction, including the integration and adaptation of the classical Christian model within the multi-cultural school and surrounding community. Expand outreach to and teaming with classical Christian education throughout the Asia-Pacific region. While classical education is typically associated with Western cultures, we seek to adapt the timeless principles and integrate them across the Asia-Pacific region.
3. Lead our school in excelling as an educational ministry to the broader island-wide church community while providing value to our students, parents, staff, Windward O'ahu, and the region.
4. Broaden our reach and expand our influence in the community through student growth, retention, and the establishment of meaningful relationships with stakeholders, constituents, and local leaders.

IDEAL CANDIDATE

Where is the ideal candidate today?



Where is the ideal candidate today?

The ideal candidate will possess the following four attributes:

- Ability to function well in (and adapt to) the Hawaiian culture
- Executive leadership skills and/or experience
- Strong Christian faith with interest in ministry through education
- A passion for and understanding of classical Christian Education

The Board recognizes the right leader may come from a variety of vocations or career tracks. Candidates possessing at least some of the following attributes may fit well in this position:

- Advanced degree in education
- Deep understanding of classical education pedagogy spanning Grammar, Logic, and Rhetoric stages
- Head of School or other leadership position in a classical Christian School
- Experience as an Executive working for a Board of Directors
- Experience handling multi-million dollar budgets and working for non-profits
- Success in community engagement, fundraising, and entrepreneur skills

THE PROCESS

of Candidacy

After reading this Opportunity Profile, if you sense that the gifts and experience God has given you are a good match for Trinity Christian School, we invite you to begin the inquiry process and submit the application material below. We handle all candidate interest in the position, information, and conversations confidentially, unless explicitly waived by the candidate. You may contact Rodney Marshall at any stage of the process for more information and to ask questions (see contact information below).

Please provide the following documents for review:

- A current resume
- Responses to the following questions:
 1. Statement of Faith and Christian Testimony.
 2. Using what you have learned about Trinity Christian School from our website and this Opportunity Profile, describe how your life and career have prepared you to lead and grow TCS.
- Provide the names and contact information (telephones 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 Christian School. (References will only be contacted after we have requested and received your permission to do so).

Submit this information in one document, preferably PDF format, to: board@tcskailua.net.

Please use "TCS Head of School" as the email subject line.

Please Note:

- Applications will be evaluated beginning November 30, 2018.
- Finalist candidates will be invited to participate in a multi-step interview process that will include an interview by video conference followed by reference checking. Those who show great promise will be invited for an in-person interview at the school. This will allow the applicant to visit the school and community, meet with the board of directors, faculty and school staff, church leadership, and attend a final in-person interview.
- The search committee hopes to be able to extend an offer for the new Head of School in early 2019.