

Superintendent of Schools

SEARCH PROSPECTUS



CATHOLIC SCHOOLS *in the* ARCHDIOCESE *of* NEW YORK

Faith-Based.Future-Focused.

NEW YORK, NY

START DATE – JULY 2019

www.catholicschoolsny.org

History

The Catholic schools of the Archdiocese of New York have enjoyed a long and successful history that predates even the public schools in Manhattan. For more than 200 years, they have helped millions of children from diverse backgrounds grow and develop into confident young adults who are thoughtful, responsible, and productive members of both the Church and society. The schools have also provided unparalleled opportunities for generations of immigrants to escape poverty, become part of the American mainstream and be competitive in the marketplace.

Exceptional leadership is the distinctive hallmark of successful schools. While many schools in New York boast of the credentials of their school leaders, the Catholic schools of the Archdiocese are unique in claiming canonized saints as founders and inspiration. Saint Frances Xavier Cabrini, the first American saint, taught at Transfiguration School in Lower Manhattan, and Saint Elizabeth Ann Seton, the patroness of Catholic education, was born in New York City and received into the Catholic Church at Saint Peter's in Manhattan. Their tenacious dedication to Catholic education in the 19th century helped it gain acceptance in American society. The schools of the Archdiocese reflect their commitment and build on the traditions of excellence established by generations of such outstanding religious and lay educators.

Catholic education in the Archdiocese of New York began in 1800 in St. Peter's Parish in lower Manhattan and is now one of the largest and most diverse systems in the nation. Catholic educators in the Archdiocese serve nearly 65,000 students from PreK-3 to twelfth grade in 214 rural, urban, and suburban school settings throughout the ten southern counties of New York State. From the gateway to the Catskill Mountains down through Staten Island, Archdiocesan students enjoy safe and secure facilities, 21st century curricula, and robust student co-curriculars, all in Christ-centered teaching and learning environments.

Building on this storied history of inspiring students, the Archdiocesan Catholic schools offer an excellent, nurturing, values-centered education in a structured environment that helps children of all backgrounds realize their fullest potential as human beings. The schools continue to be blessed with over 3000 outstanding educators and school leaders who are attuned to student needs and are called by the Lord to their extraordinary vocational service. Of the nearly 24,000 students in its 45 high schools last school year, 99% of seniors graduated (outpacing national average of 83%), and the nearly 99% of those graduating seniors went on to college or post-secondary education. Over 40,000 elementary students enjoy similar successes in their 142 school communities. The Archdiocese also has 13 Early Childhood Schools serving nearly 1,000 younger learners and eight Special Education Schools helping students who learn differently reach their fullest potential. Additionally, the Archdiocese partners with New York State and local public school districts in providing Universal Pre-K options to over 4,300 toddlers at 86 parish and regional school communities.

Today, the benefits of an Archdiocesan Catholic education extend well beyond the students and reverberate throughout the parishes, the Archdiocese, and the universal Church. Catholic school graduates emerge as lifelong practitioners of their faith who are academically and spiritually prepared to take leadership roles in the Church and the community. They become good citizens, deeply committed to social justice, the care of the poor and the planet, and proud to volunteer their time and talent for others.



Mission Statement

The mission of the Catholic Schools of the Archdiocese of New York is to ensure our schools are Christ-centered, academically excellent, and welcoming communities that teach students to be life-long learners and leaders energized by fidelity to Christ, the Church, and one another.

FAST FACTS



310

Principal and Assistant Principal
Leaders Throughout All Schools



Nearly
65,000

Students Enrolled



45

High Schools



142

Elementary
Schools



Overview of Catholic Education in the Archdiocese



Catholic Identity

Catholic Identity is the heart and hallmark of the schools of the Archdiocese of New York. In a world where children are bombarded by cultural noise and mixed messages, Catholic schools are safe environments where timeless Gospel teachings infuse every subject, co-curricular program, and personal interaction.

Archdiocesan schools incorporate faith, values, and traditions into every aspect of education. Beyond the

religious imagery and iconography in every classroom, Catholic schools are characterized by daily catechetical instruction and prayer, frequent celebration of Mass, and an encompassing culture of respect of each person. While families play the most central role in communicating the faith to their children, Archdiocesan Catholic schools provide a consistent interpretation of shared faith, reinforce traditional values, and provide opportunities to practice Christian outreach.

Schools throughout the Archdiocese consistently seek to strengthen the existing partnership among educators, families, clergy, and religious to achieve the preeminent goal of developing students as well-educated young adults who are formed in their faith and prepared to take on leadership roles in the Church and the world.

FAST FACTS



13

Early Childhood
Schools



8

Special Education
Schools



6

Partnership for Inner-City
Education Schools



72%

Catholic Students

Academics

Catholic schools in the Archdiocese of New York are renowned for high educational standards and outstanding performance. This excellence is further enhanced by Catholic values which foster the growth of students entrusted to their care as truthful, generous, and joyful people capable of becoming leaders in the Church and our world. While developing a child's mind, heart, and soul, Archdiocesan schools are committed to maintaining the highest quality academics and equipping students with the skills needed to succeed in an increasingly competitive world.

Academic programs grounded in basic skills meet the varied needs of each school community by incorporating technology, advanced math, hands-on science, blended learning opportunities, and foreign language coupled with various forms of art study. Schools offer a forward-focused curriculum preparing students to compete in an increasingly complex world.

Students are motivated to do their best, understand their talents, find meaning in their lives, and build on their strengths to achieve success in school and beyond graduation. Faculties and staffs provide them with the skills and inspire the self-discipline and confidence needed for them to take their places as compassionate leaders in their communities and in society.

With that in mind, the Archdiocese has been proactive in embracing the New York State Next Generations Standards, a single set of clear, consistent learning expectations in English Language Arts (ELA) and mathematics designed to help prepare students in grades K-12 for college and career success.

A robust curriculum based on the New York State Standards provides the schools with challenging goals that aim to meet the needs of students in the 21st century. Archdiocesan schools teach for success throughout life rather than on a single test, are decidedly future-focused, and incorporate both educational technology and interactive learning.

Teaching and Learning

The Catholic schools of the Archdiocese lean on the solid foundation of their storied past and prepare students to live in a complex and evolving world. They are steeped in the traditions of the Church, yet are simultaneously forward-thinking and cutting-edge in the areas of curriculum and instruction.

To support excellence in education, all schools have access to contemporary, highly-rated, research-based curricular materials. Student-focused academic and curriculum initiatives guide



and drive instruction, including strong professional development opportunities for teachers, instructional specialists, and other school leaders.

Resources continue to be allocated to the thoughtful use of technology and blended learning in the classroom, as well as a growing commitment to early childhood education. Strategic resource allocation drives academic achievement throughout the system, promotes Science, Technology, Engineering, and Math (STEM) education, and embraces inclusion by providing tailored opportunities for students with special learning needs.

School Leadership

Over the past few years, the Archdiocese intensified its efforts to attract and retain outstanding leaders and provide them rigorous ongoing professional development. Recognizing that principals are key to the quality and vitality of their school, this initiative commits mission effectiveness support for teacher coaching, culture building, evangelization, personnel management, and enrollment management. By investing in its people, the Archdiocese is forming its next generation of mission-driven school leaders from within.

Today, Archdiocesan Catholic schools are blessed with exceptional leaders whose talent and dedication determine the success of the entire educational system. Qualified and experienced leaders develop and articulate a clear vision for their school communities that mirrors the overall mission. They guide all stakeholders to achieve the vision by setting clear goals, encouraging collaboration, and monitoring progress.

Enrollment Management

In its ongoing commitment to maintain a dynamic system of fully-enrolled schools, the Office of Enrollment Management utilizes various tools to enhance the experience of current families, attract new families, and communicate the unique and lasting value of a Catholic education to all members of the community. Welcoming open houses, and both broad-based and targeted advertising, introduce the schools to new families. Regional directors of enrollment work with principals to target the specific interests and needs of each school community.

The Archdiocese is fully-committed to building on their successful multi-platform initiatives and aims to identify and implement more effective marketing and outreach programs, increase engagement efforts, and enhance financial assistance and scholarships. Digital marketing and social media communications will continue focusing on familiarizing families with the schools, and help them through the recruitment, admission, enrollment, and retention processes.

Fundraising

Catholic schools are supported by a significant staff within the Archdiocesan Office of Catholic Education Advancement who are responsible for raising over \$20M annually, primarily through special events, major gifts, and planned-giving. Through these efforts, the Archdiocese can offer



FAST FACTS



28%

Students of Other Faiths

3,000+

Faculty Members Organized
Under the Federation of
Catholic Teachers Union



9

Geographic Regions



\$24M

Annual Funds Raised By
The Office of Catholic
Education Advancement

FAST FACTS



7

Regional Offices
Supporting the Schools in
Each Region



50+

Central Administration
Support Staff



99%

High School Seniors
That Graduate



99%

High School Graduates that
Go on to Enroll In
Post-Secondary Education

Fundraising (CONTINUED)

nearly \$10M in scholarship and tuition assistance programs to eligible families. Respective school communities also rely on advancement offices, local boards of trustees, donors, and foundations to raise additional funds to supplement tuition payments. Additionally, students and families in need are supported by three separate 501(c)3 organizations:

Inner-City Scholarship Fund

The Inner-City Scholarship Fund (Inner-City) offers families with financial needs the opportunity to provide their children with a high quality, values-based K-12 education within the Archdiocese of New York. In 2017, Inner-City provided \$13.3 million in need-based scholarship support to more than 8,000 Catholic school students, preparing them with the skills and values to succeed in college and beyond.

Champions for Quality Education

Champions for Quality Education (Champions) was launched in 2014 to strengthen Catholic elementary schools in the Archdiocese of New York by providing academic, enrichment, and capital upgrades that ensure students receive a competitive education. Today, more than 5,000 donors and 200 dedicated volunteers share their time, talents, and treasures supporting this effort. Since 2014, Champions awarded over \$10 million to Catholic elementary schools to implement new educational programs and complete critical facility improvements.

Partnership Schools

In 2013, thanks to a groundbreaking agreement with the Archdiocese, Partnership Schools was granted full operational control of six urban Catholic schools in Harlem and the South Bronx. The schools now serve over 2,000 students from two of the poorest congressional districts in the country, in the heart of one of the richest cities in the world. This nationally recognized school management organization is shaping the next generation of urban Catholic education. Nearly 80% of the operating expenses of this pioneering organization is funded through its extensive philanthropic efforts.

Legislative Priorities

A key component of the Archdiocesan public policy work is the continued support for the Education Tax Credit, a sensible way to provide scholarships for tuition-paying families. Through its significant advocacy efforts, the program has the support of the majority of legislators in state government. Additional priorities include:

- Ensuring our schools receive their proper benefits under the Smart Schools Bond Act, which provides technology equipment and services to schools.
- Fighting to ensure the federal, state, and local governments comply with their obligations to our schools under Titles I, IIA, III, and IV of the Every Student Succeeds Act (ESSA).
- Expanding the use of federally allocated funds for teacher professional development.
- Advocating for continued expansion of the New York City security guard reimbursement program.
- Broadening our schools' wireless infrastructures and capabilities through the federal E-Rate program.

Regionalization and Governance

Catholic schools throughout the Archdiocese have always been dedicated to providing every child access to an outstanding Catholic education. Similar to most dioceses across the nation, many of its elementary schools experienced significant viability and sustainability challenges over the past 25+ years. In addressing these mission-critical issues, the 2010 strategic plan *Pathways To Excellence* included significant changes to school governance, the financial model, and school operations. The outcome of this reorganization was “regionalization,” a new structure of governance implemented to oversee nine elementary Catholic school regions throughout the Archdiocese. Each region is served by a regional office, which assists the schools in many day-to-day operations. Additionally, in order to support each region, the Archdiocese created a central office to manage areas such as budgeting, marketing, tuition collection, and financial aid.

Regionalization involved the coming together of most parish elementary schools into geographic regions. Every parish is responsible for, contributes to, and has a voice in Catholic education in the Archdiocese. Given the importance of Catholic education to the community and to the Church, the laity, and religious are called on to have an expanded leadership role in school governance with clergy.

An essential component of regionalization is reinvestment, which includes reallocating current resources back into Catholic education while identifying and securing additional funding. The goal is a system of strong, accessible, affordable Catholic schools, owned by every parish, supported by every Catholic, available to every child. Although this re-imagining of Catholic education achieved national notoriety, the Office of the Superintendent continues to manage this ever-evolving praxis.

Today, there are several governance structures in place to continue this legacy of service. Under the guidance of the Office of the Superintendent of Schools, most schools are now managed and governed by local and regional leaders, collaborating as trustees and advisors to ensure excellence and long-term sustainability. Pastors continue to remain critical in fortifying the Catholic identity and Christian outreach of the schools. Benefiting from the regionalization process occurring over the past 10 years, local boards are now better positioned to enable parents, alumni, concerned Catholics, and other members of the local community to play a more active role in ensuring the academic excellence and economic viability of their schools.

The Position

The Superintendent of Schools of the Archdiocese of New York provides leadership, vision, and academic and operational direction for all 214 schools in the 10 counties that comprise this expansive and diverse Catholic school community. Reporting to His Eminence, Cardinal Timothy Dolan, the Superintendent also serves on the Cardinal’s leadership cabinet. The primary focus for the next Superintendent will be the continual pursuit of excellence in all matters related to Catholic education throughout the Archdiocese. As a visionary thought leader, the Superintendent leads a diverse team of mission-driven and highly-skilled professionals whose goal is to identify and implement additional ways, both traditional and technology-based, to enhance curriculum and instruction, and ensure that school leaders and teachers receive the organizational support, financial resources, and professional development they need to create a rich academic environment to optimize student achievement, and develop confidence and a love of learning in every child.

As an effective and dynamic communicator, the Superintendent will ensure that the mission





The Position (CONTINUED)

and strategic focus of every school is clearly articulated and effectively implemented across the Archdiocese. The Superintendent will work extensively in developing positive and productive relationships with the clergy and vowed religious leadership across all Archdiocesan parishes and will seek an equally beneficial relationship with the academic and administrative leadership of the schools. S/he will work closely with a broad range of constituents, including Cardinal Dolan, the staff of the Office of the Superintendent of Schools, relevant Archdiocesan departments, and their leaders, regional Boards of Trustees, regional offices, principals, teachers, pastors, families, and key donors to set a strategic direction for the future and to build support for new initiatives focused on innovation and continuous improvement of the schools in the Archdiocese.

As the executive leader and highly-engaged public face of Catholic education throughout the Archdiocese, the Superintendent must display leadership mastery in the following requisite areas: driving Catholic identity, mission, spirituality, and the culture expected in a Catholic elementary and high school setting; articulating and executing an academic vision that clearly defines direction and accountability for all; building strong stakeholder relationships that further develop constituent potential; executive presence and capacity that inspires board development and engagement, fiscal stewardship, and fundraising initiatives; and operational, organizational, and strategic planning expertise.

While the Superintendent must have a demonstrated capacity for broad organizational leadership, it is possible that the next Superintendent could have attained this experience through a variety of different career paths, including leadership in primary, secondary, or higher-education; non-profit management; or work in the corporate or public sector. An advanced graduate degree is required, preferably in educational leadership or administration. An earned doctoral degree is preferred.

The Challenges and Opportunities

After serving the Archdiocese as Superintendent for nearly 10 years, Dr. Timothy McNiff decided to retire effective April 1, 2019. As the chief architect and leader of significant transformational changes which positively impacted Catholic education throughout the diocese, Dr. McNiff leaves this expansive system of Catholic schools well-positioned for its exciting and promising future. As the nation's second largest Catholic school community and because of the success stories being created here in

revolutionizing Catholic education, Catholic school leaders, dioceses, and archdioceses across the nation look to the Archdiocese of New York for encouragement, guidance, and inspiration. Accordingly, it is imperative for the next Superintendent to be a proven visionary and thought-leader who is a strong, articulate, and effective communicator in all matters pertaining to Catholic education, school administration, advancement, leadership, and overall Church beliefs, traditions, and values.

The Archdiocese of New York encompasses an expansive geographic region and serves constituencies representing many types of diversities. Candidates are expected to be inclusive leaders with a demonstrated history of sensitivity to and understanding of the varied academic, socioeconomic, cultural, ethnic, and religious backgrounds of students and families. The next Superintendent will need to be a skilled collaborator who can be conversant with the influential and affluent, as well as the family struggling to keep Catholic education alive for their children. S/he will need to traverse the intricacies of teacher unions and the political landscape of local, city, and state governments. The next Superintendent should have exceptional business acumen to successfully address organizational structure, financial management, and budget issues, as well as the skills and proven experience to play a very visible role in all areas of school advancement initiatives - particularly as a primary leader of high-level philanthropic efforts.

With an expected arrival this July, the next Superintendent will have an extensive Strategic Plan to work from. Released in 2018, *Pathways to Excellence II* is intended to be a comprehensive, realistic three-year plan to ensure the Catholic schools of the Archdiocese of New York maintain and enhance their long tradition of academic excellence and faith formation. It builds on the groundbreaking initiatives of the 2010 *Pathways to Excellence* strategic plan that re-imagined Catholic education for the 21st century and became a model for other Catholic school systems throughout the United States. With this plan, the Archdiocese renews its commitment to strong, vibrant centers of Catholic learning.

This is a challenging, yet exciting time in the life of the schools. The implementation of *Pathways to Excellence II* has begun with a sharpened focus on the many interrelated features that work together to define the unique Catholic education experience offered in the Archdiocese of New York. During the next two years, the next Superintendent will lead this ongoing assessment of the vitality, competitiveness, academic excellence, and sustainability of the schools to make sure they best serve students and their families.

Qualities and Characteristics

- It is required that the candidate be a practicing Catholic in good standing with the Church who is a faith-filled and Christ-centered servant leader that embraces, models, champions, and promotes the traditions and values of Catholic education.
- Master's degree required; earned doctoral degree preferred. Minimum 10+ years of recent and progressive school leadership experience in the field of Catholic education or a mission-driven organization of equivalent complexity required. Prior teaching and extensive executive administrative experience in Catholic educational environments expected.
- Executive presence to inspire confidence, passion, and persistence amongst all stakeholders in an ambitious, fast-paced, and results-oriented period of organizational change.
- Accomplished visionary with demonstrated success in addressing immediate organizational needs and long-term goals.





Qualities and Characteristics (CONTINUED)

- Exceptional communication, interpersonal, and public speaking skills while serving as the highly visible public face of Catholic education throughout the Archdiocese in building constructive relationships with all stakeholders that inspire crucial support in its philanthropic initiatives.
- Proven business and financial acumen in understanding mission-critical functions of budget and financial management, strategic planning, school advancement and enrollment management initiatives, and high-level fundraising and philanthropic efforts.
- Skilled at identifying, attracting, developing, and retaining high-quality professionals with a commitment and passion for delivering a transformational Catholic educational experience.
- Well-versed in creating the conditions for market leadership in highly competitive education markets, familiarity with the greater New York market is a plus.
- Ability to work effectively with individuals from diverse communities and cultures, while establishing immediate rapport and trust with all departmental, school, parish, and philanthropic constituencies.
- Accessible and approachable leadership style, with the capacity to relate to all internal and external constituents while being extremely visible and interactive throughout all school communities.
- Inspirational, humble, and authentic mentor who instills leadership in others.
- Fair and compassionate executive who embraces collaboration while leading with missionary zeal.

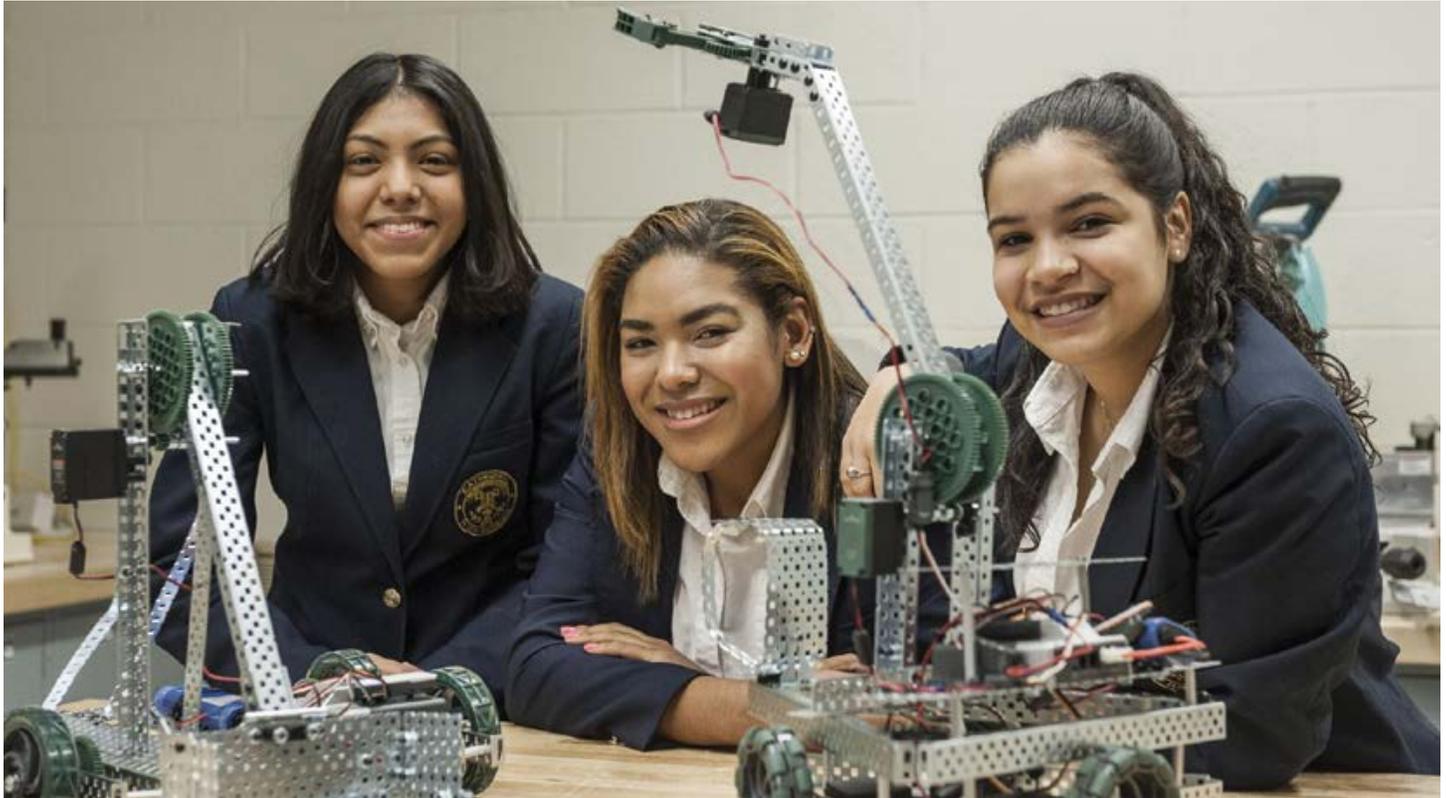


About the City

The Archdiocesan Office at 1011 First Avenue is in enviable location on New York's East Side, providing easy access to a full range of recreational and educational resources in the heart of New York's bustling metropolis. New York City is home to some of the most famous and instructive museums in the world, including the Cooper-Hewitt National Design Museum, the Frick Collection, the Jewish Museum of New York, the Metropolitan Museum of Art, the Guggenheim Museum, and the Whitney Museum of American Art, among several others.

The broader city of New York truly offers something for every type of resident with every range of interests. New York is home to some of the best entertainment venues in the country, including Broadway theaters, music halls, and sports arenas and stadiums. As the most populous city in the United States, New York is a global power city with significant influence in nearly every sector. Residents may select from five different boroughs in which to live: The Bronx, Brooklyn, Manhattan, Queens, or Staten Island, each of which has a distinct identity, and all of which combine to form a proud, cohesive city.

New York's Times Square is appropriately dubbed "The Crossroads of the World" and is home to the Broadway theater district and the iconic New Year's Eve ball drop. Wall Street in Lower Manhattan is the home of the New York Stock Exchange, the largest stock exchange in the world. Additionally, several distinguished colleges and universities dot New York's landscape, including Columbia University, Fordham University, New York University, and several schools of design, among others. With every type of culture represented in its expansive boroughs, New York City truly is an American melting pot.



Application Procedure

To apply, please submit the following materials, confidentially and as separate PDF attachments in one email to Larry Furey. Please include Archdiocese of New York in subject field.

- Cover letter that aligns your experiences and skill sets with the current needs of the Archdiocese as you understand them.
- Current resume with all appropriate dates included.
- Statement of Catholic educational philosophy.
- List of five references including names, relationships, physical addresses, phone numbers, and email addresses. No references will be contacted without your prior knowledge and approval.



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Partners in Mission School Leadership Search Solutions is the retained search division of Partners in Mission, the nation's leading full-service consulting firm focused exclusively on developing excellence in Catholic school advancement and leadership. As partners among ourselves and with our clients' missions, we value, understand, and embrace the importance of Catholic education in our personal and professional lives — and remain committed to ensuring its strength and vitality for years to come. Engaged by religious and school communities, boards and dioceses, our team of dedicated search consultants have identified and secured mission-driven professionals to serve in a myriad of diverse Catholic school and diocesan leadership positions from Massachusetts to Hawaii.

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