



**CONFIDENTIAL**

## **POSITION DESCRIPTION**

**FOR THE POSITION OF**

**PRESIDENT**



**THE URSULINE SCHOOL**

**OCTOBER 2020**



**A MEMBER OF  
ALTOPARTNERS**

**DIVERSIFIEDSEARCH.COM**

Much of this material contained herein is gained in confidence and as such should be regarded as confidential. Accordingly, it is understood that dissemination of this material should be limited to those individuals in your organization who are directly connected with this specific search or whom a reasonable person would agree have a need to know.

## CONFIDENTIAL POSITION DESCRIPTION

<b>POSITION</b>	President
<b>ORGANIZATION</b>	The Ursuline School
<b>REPORTS TO</b>	Board of Trustees
<b>LOCATION</b>	New Rochelle, NY
<b>WEBSITE</b>	<a href="https://www.ursulinenewrochelle.org/">https://www.ursulinenewrochelle.org/</a>



## OVERVIEW OF THE OPPORTUNITY

For a position to begin July 1, 2021, The Ursuline School is seeking an experienced, dynamic leader to become its next President.

Located in New Rochelle, NY, Ursuline is the area's premier Girls' Catholic School. This is a very exciting time at The Ursuline School as it opens a transformative addition of over 11,000 sq. feet of new and renovated educational space, which will further the school's goal of preparing young women to learn, to lead, and to serve.

The Ursuline School community is rich in history and rooted in the counsels of St. Angela Merici. The School is part of a global network of 105 Ursuline schools located in 38 countries which share a common heritage and vision. The Ursuline School has a tradition of academic excellence and a curriculum that is intentional, relevant and transformative by design. Graduates possess an extraordinary academic foundation, remarkable leadership skills, a strong moral compass necessary for lifelong learning, civic involvement and global engagement, and are prepared to succeed at highly selective and widely diverse colleges and universities throughout the United States and the world.

The governance of the Ursuline School is entrusted to the Corporation, which is comprised of the Members, who are the Leadership of the Ursuline Eastern Province, and the Trustees. The Members have certain reserved powers around Mission and finances. The President exercises vision and creativity in articulating Ursuline's mission to educate, inspire, and empower young women to learn, to lead and to serve. The President ensures that curriculum and program development maintain the school's academic strength. The President manages the annual budget and plays an active role in institutional advancement. The President works closely with the Board on strategic issues and serves as the primary ambassador to the school's key external constituents – alumnae, parents, donors, corporations, foundations, and a diverse public.

Ursuline faces the twin challenges of competition from strong public and other independent schools and balancing the need to enhance program offerings while containing costs. While the school feels that it is right sized for the community, retention and attrition as well as selling the value add of the Ursuline experience will be an important part of the position. The next President inherits a fiscally sound and well led school that will flourish under a thoughtful, mission-centered leader.



## HISTORY & MISSION

Founded in 1897 by the Order of St. Ursula, The Ursuline School is a Catholic, college preparatory school dedicated to the intellectual, spiritual, and moral development of young women. Rooted in the counsels of St. Angela Merici, founder of the Ursuline Sisters, the mission of the school community is to educate, inspire, and empower young women to learn, to lead and to serve.

### FAST FACTS:

**Location:** 13 acre campus in New Rochelle, New York.

**Enrollment:** Approximately 800 students, grades 6-12

**Faculty:** 86 faculty members, 90% of whom have master's or doctoral degrees.

**Tuition, fees and books:** \$19,725 for the 2020-21 academic year.

### Financial Aid and Merit

**Scholarships:** \$1.6 million for the 2020-21 academic year.

**Motto:** *Serviam*, a Latin phrase meaning "I will serve."

**Accreditation:** New York State Association of Independent Schools (NYSAIS)

**Alumnae:** 8,000 plus

Committed to academic excellence and the value of every individual, the school challenges each student to develop and share her unique gifts within the school and within the wider community. In a student-centered atmosphere devoted to caring and concern, young women are encouraged to celebrate the richness of their diverse ethnic, socio-economic, and religious backgrounds uniting them as students and as Ursuline alumnae. Seeking to model the teachings of St. Angela, the dedicated, talented, and caring faculty, administration, and staff inspire our students not only to learn, but also to question, to reflect, and to challenge.

An Ursuline education prepares young women to be women of faith and integrity, lifelong learners and wise, responsible, global leaders committed to the Ursuline tradition of *Serviam* – I will serve.

## PHILOSOPHY

Central to the philosophy of The Ursuline School is a concern for the student as an individual and a commitment to the education of the whole person. The school seeks to implement these values in every aspect of school life.

The mission of the school is to provide young women, grades 6 through 12, with a challenging, intellectually stimulating, student-centered environment in which academic and personal achievements are expected. In accord with its tradition of academic excellence, the school provides a variety of learning experiences designed to develop each student's intellectual curiosity, critical thinking, and creative problem solving, and foster a life-long commitment to learning. With a diverse student population, the Ursuline community promotes a respect for the multicultural world and provides a range of opportunities through which students develop a global perspective. Rooted in the truth and values of the teachings of Jesus Christ, the school community tries to develop a sense of personal worth and self-discipline in each student, enabling her to become an effective ethical decision-making member of today's complex society. Each student is encouraged to discover and realize her talents so that she may exercise responsible leadership in ever widening circles.

Ursuline has traditionally been marked by a special spirit in which every effort is made to elicit the best from each young woman. By providing an atmosphere of warmth, trust and encouragement, relationships are fostered among students, families, faculty, administration, and staff. The care and nurturing of the individual are evident throughout the school.

Ursuline prepares young women to live as independent, creative, and unique individuals engaged in the pursuit of knowledge and moral integrity while remaining faithful to the Ursuline tradition of *Serviam* - I will serve.



## GOALS

The Ursuline School strives:

- ▼ To develop the intellectual, spiritual, aesthetic, and physical potential of each student in an environment that conveys the values of the Catholic Christian tradition.
- ▼ To provide a challenging college preparatory curriculum.
- ▼ To encourage critical and independent thinking.
- ▼ To interrelate various course disciplines and connect the curriculum to life's experiences.
- ▼ To integrate the most advanced technologies seamlessly into the learning process.
- ▼ To educate for future academic and career opportunities.
- ▼ To foster in each student a sense of personal worth and of her giftedness as a woman.
- ▼ To engender in each student the wisdom and strength to make responsible choices.
- ▼ To provide opportunities and encouragement for each student to exercise effective leadership.
- ▼ To involve the families of students in appropriate areas of school life.
- ▼ To foster a sense of community among students, faculty, staff, and families characterized by mutual respect, openness, and celebration of each other's diversity.
- ▼ To awaken in each student an awareness of and responsiveness to the needs of others in accordance with the Ursuline tradition of *Serviam* - I will serve.

## THE STUDENT EXPERIENCE

### MIDDLE SCHOOL

Comprising Grades 6 through 8, Ursuline's Middle School provides a setting in which girls are encouraged to form their opinions with guidance from their teachers and parents. Teachers provide motivation and promote active learning. Students have a "wheel" of courses that they rotate through each quarter. The courses are art, music, computer science, and personal development. 6<sup>th</sup> grade students study Latin and Spanish and 7<sup>th</sup> graders study Latin and Italian. This exposure prepares 8<sup>th</sup> graders to choose either Spanish, Italian, or Latin.



Girls learn the value of a close-knit community as they share a schedule and the hallways with the older girls. They can expand their leadership opportunities through participation in Student Government, clubs, service projects, and athletic competition.

### HIGH SCHOOL

The High School, Grades 9-12 at Ursuline, provides an energetic environment in which a student can grow morally, intellectually, socially, aesthetically, and athletically. Courses are offered in the following disciplines: Classics, Computer Science, English, Global Studies, Mathematics, Performing Arts, Personal Development, Physical Education, Religious Studies, Science, Social Studies, Visual Arts and Media, and World Languages. Honors courses are offered in all disciplines and 17 Advanced Placement Courses are offered as well. The curriculum is based on a rigorous college preparatory course of study with the result that students are accepted into a wide range of colleges and universities.



## PROGRAM HIGHLIGHTS

### PERSONAL DEVELOPMENT PROGRAM

Ursuline's commitment to educating the whole person is evident through its unique Personal Development program. The goal is for students to learn about themselves, connect with others and create change in their world. Through both courses and supplemental activities, the Personal Development program aims to help students become more confident, articulate and empowered leaders, capable of facing the challenges of adolescence and prepared for the world beyond the walls of Ursuline.

### GLOBAL EDUCATION AND SERVIAM

The motto of all Ursuline schools is *Serviam* or *I will serve*. This motto arises from the tradition of worldwide education and service that defines the ministry of the Ursuline Sisters. Service is encouraged and cultivated with the goal of engaging students to learn to recognize a need. Students are inspired as awareness grows of their ability to impact change. They also engage each other: students serve as individuals, club or team members and as a class. Over the past four years, Ursuline students have performed 71,800 hours of verified service with an economic impact of \$2,100,000.

*Serviam* also distinguishes Ursuline's Global Education & Serviam Program, which forms awareness of global needs and extends that understanding to needs within Ursuline's community. Each year the Global Education & Serviam Symposium addresses world issues and features distinguished keynote speakers and panelists who share global leadership in for- and non-profit organizations. Prior world issues of focus include: *Global Hunger & Food Justice*, *Global Climate*, *Global Displacement*, *Fast Fashion*, and *Global Health: Tackling Trachoma*.

The Ursuline Global Education curriculum includes courses within all humanities subjects, modern & classical languages and a Global Seminar elective. Many of Ursuline's extra-curricular clubs also have a Global Education & Serviam focus such as Amnesty International, Doctors without Borders, Model U.N., Women for Women International, Asian Appreciation Association, Black Essence Club, Bollywood, Gaelic Society, Italian Society, and Spanish Club.

In 2017 and as part of The Ursuline Education Network, Ursuline co-developed a Global Scholars Program for high school students who successfully demonstrate a strong interest in global citizenship, knowledge and advocacy of world issues, and a significant commitment of *Serviam*. A capstone research project and demonstrated advocacy of a global issue define the program. To date 24 students have been recognized for this achievement at graduation.

### TECHNOLOGY

Throughout Ursuline, technology is a critical element in the learning process. Learning spaces are designed to be flexible and seamlessly integrate technology to enhance student engagement and learning. Students and faculty collaborate, publish, advocate and interact with experts, peers and many others as a natural part of the curriculum and extracurricular activities. Faculty utilize adaptive learning technologies to monitor student progress and adjust content in real time as needed. Students are engaged in creative and complex problem-solving through hands-on design, construction and iteration in science, engineering and innovation laboratories, including the newly created Innovation Hub, located on campus.

Ursuline is known for its early adoption of educational technology, which complements the student experience. For example, virtual reality immersive experiences are used to develop students' perspectives on a global issue thousands of miles away. Robotics concepts are first introduced at the middle-school level and original science research projects are trialed throughout the high-school grades.



Technology integration enabled the school to launch Distance learning immediately in March of 2020 and enhance its “all-distance” plans as school reopened in Fall 2020.

## RELIGIOUS AND SPIRITUAL LIFE



The religious and spiritual life of The Ursuline School is rooted in the Catholic tradition, the Gospel, the inspiration of St. Angela Merici, the foundress of the Ursuline sisters, and the Ursuline tradition of “*Serviam*” - I will serve. It is a welcoming place for students of all faith traditions to explore, enrich and engage in their spiritual life.

The nourishment of the spiritual life takes place in a variety of ways. Students are encouraged to actively participate in daily prayer, school wide liturgies, class liturgies, retreats, and service projects.

## EXTRACURRICULARS

### ATHLETICS:

The Ursuline school is very proud of the fine tradition of excellence in its athletic program, which encourages student athletes to strive for success both in the classroom and in their team efforts. The school encourages the multisport athlete, recognizing the value of the full athletic experience. Many of the school’s student athletes go on to participate in sports at the collegiate level, including seven from the class of 2020 and eleven members of the class of 2019.

The School is a member of the New York State Public High School Athletic Association and Section I athletics. Ursuline has been awarded the School of Distinction award 14 times (including in 2019) and nearly all varsity athletes achieve scholar athlete recognition from Section I. The 6th grade teams participate in the CYO League. Ursuline offers 35 teams in the following sports: cheerleading, cross country, field hockey, soccer, swimming, tennis, volleyball, track, basketball, golf, lacrosse, and softball.

### Athletic Mission:

**K:** Kindness- *Be the person who makes everyone feel like a somebody.*

**O:** Optimistic- *Seeing the good when the odds are against you.*

**A:** Accountability- *The action is secondary, owning it is primary*

**L:** Leader- *It is not a position or a title, but an action and example*

**A:** Ambition- *"You miss 100% of the shots you don't take"- Wayne Gretzky*

**S:** *Serviam- Our Rule*

### ARTS:

Ursuline has many talented students in the fields of visual art, singing, music, dance, and acting. Results of hard work throughout the year come alive in the production of a drama and a musical, as well as dance recitals, music concerts and art shows. Ursuline students who excel in their arts and academics are eligible for the National Art Honor Society and the Tri-M Music Honor Society.

The students express their dancing interests and talents by taking the ballet class or taking part in dance clubs which offer a variety of styles. All dance students are invited to perform in the spring dance concert. The Drama Club puts on two performances a year. In 2019 it presented *The Woman Who Came to Dinner* and *Beauty and The Beast*. The middle school also gives a performance each spring. The school offers an introduction to art and music program, elective courses in music appreciation, choral, and instrumental. The Ursuline Singers, Cantors,



and instrumental groups provide multiple performance opportunities. Falling under the auspices of the visual arts and media Department, art is required in grades six, seven, and eight. A wide range of elective courses is available for students in grades nine through twelve. Every school year culminates with an art show in which all student work is displayed and in which seniors are given special places to set up one-woman shows.

#### **FACULTY/STAFF:**

Ursuline School employs 86 faculty members and 41 staff. Over 90% of the faculty have advanced degrees and many are also alumnae and/or parents with daughters who have attended the school. The faculty is committed to teaching and known for being student-centered, available, and supportive. Classes range in size from fewer than 10 to 21 with an overall student/faculty ratio of 7:1. The faculty has a passion for the education of young women and seeks inspiration and a similar passion from the President.

#### **ALUMNAE:**

Ursuline School boasts a robust Alumnae group of over 8,000 impressive women. Graduates of The Ursuline School are confident, socially conscious and articulate. They are responsive to the needs of others in accordance with the Ursuline tradition of *Serviam* - I will serve.

Ursuline graduates think critically and become effective ethical decision-makers in today's complex society. They have been encouraged by Ursuline's dedicated teachers to discover and realize their talents so that they may exercise responsible leadership in ever widening circles.

The Alumnae recently engaged with the school to discuss important current issues of diversity, equity, and inclusion and it will be a priority of the next President to continue to engage with and build support from Alumnae.



## ROLE SUMMARY

The President of Ursuline is the chief executive officer of the school, with responsibility for implementing its philosophy, mission and vision. The President has direct responsibility for mission integrity and institutional advancement and provides strong, strategic, visionary leadership in the fulfillment of the school's educational mission. The President is accountable for the implementation of all decisions, directives, and policies established by the Board and consistent with the mission and charism of the Ursuline Sisters.

The President exercises vision and creativity in articulating Ursuline's core values and works with the Principal to ensure that curriculum and program development evolve to maintain the school's academic strength. The President manages the annual budget and plays an active role in institutional advancement as it affects enrollment and fund-raising. The President works closely with the Board on strategic issues facing the school and serves as the principal ambassador to the school's key external constituents – alumnae, parents, donors, the Ursuline Network, and a diverse public. On matters affecting the administration of the school, the President works with the Principal to implement the school's vision. Direct reports to the President currently include the Principal; Director of Finance; Director of Admissions; Director of Philanthropy; and Director of Communications.

Finally, the President is responsible for the school's long-range planning and oversees the financial management and capital raising operations of Ursuline. Working together with the Board, the President is responsible for the financial stability of the school and its continued well-being and development.

## OPPORTUNITIES AND CHALLENGES

In addition to providing engaged and creative leadership for Ursuline, the next President will embrace the following opportunities and challenges:

### **Mission**

Rooted in the counsels of St. Angela Merici, founder of the Ursuline Sisters, the mission of the school community is to educate, inspire, and empower young women to learn, to lead and to serve. The next President must fully embrace the mission and provide strategic guidance on how best to advance the mission and promote its value during these changing times.

### **Fundraising**

The Innovation Campaign has been transformative for the campus, and support for the Annual Fund has been steady. In collaboration with the Advancement Team, the next President will be tasked with completing the campus master plan, being forceful in making the case for support, and continuing to solicit funding from parents, alumnae, and other community members to drive Ursuline's short- and long-term success.



There is a real opportunity to continue the recent outreach to Alumnae to increase connectivity and giving.

## **Diversity, Equity, and Inclusion**

The importance of diversity is embedded in the Philosophy Statement of the school, which notes, “With a diverse student population, the Ursuline community promotes a respect for the multicultural world and provides a range of opportunities through which students develop a global perspective.” Now more than ever, the Ursuline School must continue to foster a diverse and inclusive community. The President will be empowered to recruit, attract, and retain faculty, students, and staff from underrepresented groups and lead the school in engaging with the larger community in order to promote a more inclusive culture both within and beyond Ursuline’s walls.

## **Strategic Engaged Leadership**

Working with the senior leadership team, the President will strengthen and clarify the organizational structure, be instrumental in helping Ursuline make informed and thoughtful mission-driven decisions and communicate with and educate community members on the considerations driving these decisions.

## **Communications**

The President will maintain a high degree of trust and transparency through open, sincere, and thoughtful dialogue with faculty, administrators, the Board of Trustees, students, parents, staff, alumnae, donors and other members of the community.

## **Admissions and Outreach**

Due to changing demographics and a declining pipeline of parochial schools, the next President will need to be proactive in positioning the school as a leader in all-girls’ Catholic education both locally and nationally. By promoting its Catholic mission and the fact that “Ursuline has traditionally been marked by a special spirit in which every effort is made to elicit the best from each young woman,” the school can expand its reach and educate the surrounding community about the advantages of the Ursuline experience. The school will need to take a strategic approach to reaching out to diverse communities and push into other zip codes to attract girls who can thrive at Ursuline.



## PROFILE OF THE SUCCESSFUL CANDIDATE:

The successful candidate will be an experienced Catholic leader who can embrace the history and culture of the institution while addressing the challenges and opportunities of a rapidly changing world. The candidate's background should reflect strong consensus-based decision-making and a clear understanding of the current issues facing girls' education. The successful candidate must be able to work collegially and effectively with diverse constituencies and nurture a joyful connection among them. Candidates must embody the Ursuline focus on the intellectual, spiritual, and moral development of young women, and must have the capacity to inspire, motivate, and lead others. The new President should demonstrate a commitment to diversity together with the skills to promote and sustain a compassionate and nurturing community in which each person can feel recognized and valued. While we expect that most candidates will come from traditional independent school leadership roles, the Search Committee invites non-traditional candidates with relevant leadership skills working in complex environments in the public and private sector to consider this opportunity.

The next President will possess many of the following qualities and qualifications:

- ▼ Advanced degree;
- ▼ Catholic;
- ▼ Strong interpersonal, organizational, and communications skills;
- ▼ Excellent judgment and attention to detail;
- ▼ A proven track record of engaging with donors and raising funds;
- ▼ Excellent financial oversight and responsible stewardship of multimillion-dollar budgets and financial investments;
- ▼ A proven ability to lead change;
- ▼ Strong track record of attracting, developing, and retaining a high-performing leadership team;
- ▼ A global and service-oriented mindset, consistent with the charism of the Ursuline Sisters;
- ▼ A record of identifying, planning, and implementing high-level strategic priorities;
- ▼ Ability to work collaboratively and as a member of an administrative team;
- ▼ Demonstrated ability to develop meaningful relationships with students and to work productively with a broad range of constituents, including faculty, staff, parents, trustees, and alumnae;
- ▼ Deep understanding of the evolving nature of education and the responsiveness to take advantage of emerging opportunities;
- ▼ A relational leadership style – someone who can engage with all members of the school community;
- ▼ A positive and optimistic attitude and entrepreneurial approach to problem-solving; and,
- ▼ A joyful approach to learning, warmth, and a sense of humor.



## SEARCH TEAM AND CONTACT INFORMATION

Diversified Search has been retained by The Ursuline School to assist in this search process. Nominations, recommendations or expressions of interest (cover letter, CV, and Statement of Educational Philosophy) in the position should be directed electronically to: [Ursuline\\_President@divsearch.com](mailto:Ursuline_President@divsearch.com).

### **PETE GILLIN**

MANAGING DIRECTOR

215-656-3556

[Peter.Gillin@divsearch.com](mailto:Peter.Gillin@divsearch.com)

### **MACLEAN CRAIG**

VICE PRESIDENT AND SENIOR ASSOCIATE

646-329-7426

[Maclean.craig@divsearch.com](mailto:Maclean.craig@divsearch.com)

### **KIM M. MORRISSON, PH.D.**

SENIOR MANAGING DIRECTOR

215-656-3546

[Kim.Morrisson@divsearch.com](mailto:Kim.Morrisson@divsearch.com)

### **COLBY CASSIDY**

RESEARCH ASSOCIATE

215-656-3585

[Colby.cassidy@divsearch.com](mailto:Colby.cassidy@divsearch.com)

### **DENIELLE PEMBERTON-HEARD**

MANAGING DIRECTOR AND GENERAL COUNSEL

202-567-6971

[DPembertonHeard@divsearch.com](mailto:DPembertonHeard@divsearch.com)

### **CARI MAGUIRE**

EXECUTIVE ASSISTANT

215-656-3585

[Cari.Maguire@divsearch.com](mailto:Cari.Maguire@divsearch.com)

14288\_SEPTEMBER 2020

