

## POSITION AND CANDIDATE SPECIFICATION

# TRINITY SCHOOL

## HEAD OF SCHOOL

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## ***Mission of Trinity School***

*Vocation, obligation, promise, and means. Our mission, formed around these powerful words, is a commitment to the Trinity students, faculty, staff, parents, and alumni who are part of our community.*

- *Our vocation: The conversation between student and teacher is the heart of our school; all that we do must be born of and nourish that relationship. We are called to challenge the minds, fire the imaginations, and train the bodies of the young people who have been entrusted to us; to enlarge their spiritual lives and to increase their capacity for mutual and self-respect. We intend to prepare them to learn confidently for the rest of their lives and to give generously and joyfully to others. We can accomplish these things only if we keep our students safe and well while they are in our charge.*
- *Our obligation: We must ask our young people what they believe in so they can know themselves in the world. We must give them the tools of rigorous and passionate intellectual inquiry and self-expression so they can grow. In our commitment to diversity, we must show our students how to be colleagues and friends so they can act out of respect and love. We must lead them to distinguish right from wrong and then do what is right so they can be persuasive and courageous citizens.*
- *Our promise: As a school community with these purposes and responsibilities, we will engage the larger communities of city, nation, and world of which we are a part. We will serve our neighbors. We will live fully in our city—exploring its byways and playing over its terrain. We will learn its history and traditions and what it can teach us of the arts and sciences. We will embody and celebrate its diversity.*
- *Our means: Labore et virtute. The terms of our motto, hard work and moral excellence, are meant to strengthen us as we pursue the promise and joy of Trinity School. We ask Trinity families, alumni, and friends to join us in taking on this high calling.*

We invite you to learn more about Trinity School and our Head of School search in the following candidate and position specification.

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## POSITION SPECIFICATION

### About Trinity School

As Trinity School prepares to celebrate 300 years of academic tradition and achievement, it seeks a Head of School who embraces its heritage, while boldly facing its future. To continue its extraordinary trajectory, Trinity is seeking a leader with the fortitude, judgment, and vision to lead Trinity into its fourth century of excellence.

Founded in 1709, Trinity School is the oldest continuously operating school in the city of New York and one of the nation's premier institutions serving students from kindergarten through twelfth grade. It is a coeducational independent school of approximately 1,000 students, 139 full and part-time faculty members, and 74 staff members, who are committed to a culture of teaching, learning, and excellence. Located on Manhattan's Upper West Side, Trinity is enriched by the diverse cultural life of the city around it. Trinity is proud of its students, faculty, academic program, and extracurricular activities.

The quality of Trinity's student body is extraordinary, and it reflects the ethnic, racial, socioeconomic, and religious diversity of the city. To address the learning needs at varying stages of development, Trinity's students are organized into a lower school (kindergarten through grade 4), a middle school (grades 5 through 8), and an upper school (grades 9 through 12).

Trinity has an unusually strong and dedicated faculty and staff, known for their outstanding academic achievements and commitment to Trinity's model of classical education. The full-time faculty has an average of 21 years of experience. Supported by faculty development and enrichment grants, teachers are encouraged to create their curricula and to own their classrooms. With a student/faculty ratio of six to one, Trinity's dedicated teachers focus on the education of the whole child, offering numerous opportunities for academic, intellectual, and personal growth.

Conversation between students and teachers is the essence of the Trinity education, which extends beyond the classroom as teachers serve as advisors and counselors to their students. In their classrooms, labs, and assembly halls, Trinity students pursue a rigorous and challenging course of academic study that prepares them for success in college and later in life. Students are engaged, active, and happy participants in their own education.

Beyond the classroom, Trinity teaches its students to be responsible and caring citizens of the school, city, nation, and world. Community service begins in the lower school and expands to include citywide volunteerism in the middle and upper school. The Trinity motto, *labore et virtute*, is core to its student-centered approach and is incorporated into every level of Trinity's curriculum and its strong array of extracurricular offerings. Whether Trinity's students are on the playing field, in theatrical productions or involved in community service initiatives, Trinity believes strength of character and respect for others go hand-in-hand with academic excellence.

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Central to Trinity's interest in developing students who understand and respect philosophical, religious, and political diversity is its commitment to weekly Chapel. Chapel is a multi-denominational, participative program in which students serve as readers, musicians, and speakers. The program is a sounding board for discussion, inquiry, and exploration of important issues in the world and in the lives of its students. As importantly, students learn to share their personal experiences and thoughts as a community.

Trinity School's budget for the 2007 to 2008 school year is \$32.0 million. Its endowment is valued at approximately \$51 million and annual giving, in which 90 percent of current families participate, has reached \$3.7 million.

## Position Summary

The Head of School is the academic and community leader of Trinity School, responsible for nurturing and building its intellectual, human, and financial resources with integrity, energy, and vision. At this stage in its history, the school seeks a Head who will build on its past successes and take it to the next level of its development, setting the stage for Trinity's fourth century of academic leadership. Trinity has an ambitious agenda that will need the guidance of a leader who can evaluate and build a distinctive academic and cultural environment for its students, faculty, and staff. While "challenging the minds, firing the imaginations, and training the bodies of New York City boys and girls," the next Head of School will lead the way in presenting a clear vision and distinctive position for Trinity that are both true to its long standing core values and relevant in a modern context.

### Key Relationships

- Reports to: Board of Trustees
  
- Direct reports:
  - Associate Head
  - Principal K-4
  - Principal 5-8
  - Principal 9-12
  - Chief Financial Officer
  - Director of Development and Alumni Relations
  - Director of Admissions, K-4
  - Director of Admissions, 5-12
  - Director of Financial Aid
  - Chaplain
  - Director of College Counseling
  - Director of Multicultural Affairs
  - Director of Technology
  - Director of Athletics
  - Registrar
  
- Other key relationships: Students, faculty, staff, parents, alumni, donors

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## Major Responsibilities

- Upholding the educational excellence and the moral and ethical values of the school
- Communicating the distinctive vision and values of the school, both internally and externally, and fully integrating those values into the on-campus experience
- Building a strong sense of community that is responsive to all constituencies, including students, faculty, staff, parents, and alumni
- Challenging, motivating, and supporting faculty and staff to create the richest possible educational environment
- Managing the day-to-day operations of the school in conjunction with the administrative team in a way that is reflective of Trinity's core values of excellence, professionalism and fairness to all constituencies
- Working closely with faculty and staff to examine options for creating a more cohesive and better integrated experience within and across the three divisions
- Continuing to enhance diversity on campus and ensuring that Trinity prepares students for a multicultural world
- Building Trinity's endowment and raising funds to support key strategic initiatives
- Assessing and supporting extracurricular and co-curricular activities such as athletics, community service, and the arts

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## CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

### Ideal Experience

The ideal candidate will have excellent academic credentials, including a graduate degree and a passion for teaching and learning. In addition, he/she should have demonstrated experience and commitment in many of the following areas:

- Providing strategic and operational leadership for an organization of similar scale or complexity
- Developing the intellect and character of young people
- Working effectively with multiple constituencies to create a shared sense of purpose and community
- Respecting tradition, while embracing innovation
- Motivating and managing high-performing teams
- Building relationships and successfully leveraging those relationships to build resources
- Serving as a spokesperson for an organization
- Successfully balancing internal and external priorities
- Building upon a distinctive market position and reputation
- Working closely with a board of trustees

### Critical Competencies for Success

- *Educational leadership:* In a community that values academic rigor, support an environment of teaching and learning in which Trinity's core values are communicated with passion and fervor. Articulate an intellectual vision that draws on the best elements of a classical education, while reflecting relevance in today's society. Assess and enhance Trinity's positioning with respect to initiatives that might further promote use of technology, innovation, and a global perspective. Seek to build distinctive programs that inspire and educate the "whole student" on a personal level and that motivate students to achieve academic excellence and personal success. Maintain an extraordinary faculty and lead them to pursue scholarship and teaching standards at the highest levels and to support Trinity students in and out of the classroom at every level.

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- *Integrity and strength of character:* Listen attentively to the needs and aspirations of all constituencies and balance those needs with an uncompromising eye towards constructive resolution and doing the right thing. In an environment of competing interests and opportunities, steer a clear course that is always in the best interest of the institution. Demonstrate the fortitude and personal judgment necessary to evaluate complex situations with diplomacy and truthfulness.
- *Resource building skills:* In the face of the financial challenges that are confronting educational institutions, lead Trinity's efforts to build a more robust endowment to support the achievement of its highest aspirations. Communicate a consistent and compelling message about Trinity's values, mission, and accomplishments to alumni, parents, students, and supporters to encourage wide-spread participation and contribution. Leverage the development function to cultivate and manage relationships that build fundraising momentum.
- *Exceptional communication skills:* Strive to make community building and communication with all constituencies a strong focus of Trinity's administration. Build a culture marked by open communication and respect in which all members feel valued and heard. Demonstrate a defining presence at all divisions of the school, engaging with students at every opportunity. Maintain and build upon Trinity's exceptional profile by serving as a leader and model in the Trinity community and the academic community in New York City and beyond.