



THE CHILDREN'S STOREFRONT HEAD OF SCHOOL

www.thechildrensstorefront.org

New York, NY

➤ THE SEARCH

The Children's Storefront, an independent, tuition-free school in Harlem, is unique in the world of primary and secondary education. Founded in 1966 as a safe haven for neighborhood children, the Storefront has evolved into a nationally-recognized independent school (pre-school through grade eight) educating more than 170 students each year.

The Storefront, a strong and vital educational institution in Harlem, provides inspiration, optimism, and hope to its students, parents, and community. In a neighborhood where students and parents face unimaginable obstacles, the School is a symbol of community pride and family perseverance, with a fierce desire to help children achieve academic success and create more options for their futures.

As the scale and needs of the community continue to expand and evolve, the Storefront designed and is in the second year of a strategic, comprehensive long-range plan to sustain and enhance the highest quality education. Vital to the articulated organizational goals is the central leader of the School: the Head of School. The recruitment of the next Head of School is paramount to the Storefront's continued growth and success. The School has retained Freeman Philanthropic Services, LLC (FPS) to assist on this important recruitment.

The Head of School is the highly-visible advocate and leader for The Children's Storefront. Appointed by the Trustees, the Head of School is responsible for overseeing the implementation of the School's mission, educational leadership, fund raising, and operating policies. In conjunction with the Board and faculty, he or she will further articulate the vision for the Storefront, while creating a plan to achieve ambitious educational, financial, and operational goals.

Grounded in the conviction that every child deserves the opportunity for an excellent education, the Storefront inspires the imagination, creativity, and love of learning inherent in all children. The faculty and staff promote values of hard work, mutual respect, and service to our society in a structured, joyful environment.

The Storefront is dedicated to providing a comprehensive education to children with varied academic strengths; students are accepted through an open enrollment policy, rather than academic selectivity. The student body is comprised of children from the African-American, West Indian or Latino communities. Working in partnership with families and community members, the School prepares children academically, socially, and emotionally for further education, empowering each child to reach his or her potential.

A visionary leader, the Head of School will pioneer the next era of the Storefront's celebrated history. He or she will join a caring community of Board members, educators, children, families and friends who are focused on each student's daily achievement as a step towards a better future.

➤ ABOUT THE CHILDREN'S STOREFRONT

The mission: The Children's Storefront is an independent, tuition-free school in Harlem committed to providing a comprehensive education to children with varied academic strengths from preschool through 8th grade. Our work is grounded in the conviction that every child deserves the opportunity for an excellent education.

We work in partnership with families and community members to prepare children academically, socially and emotionally for further education, empowering each child to reach his or her potential. We inspire the imagination, creativity and love of learning inherent in all children. We promote values of hard work, mutual respect and service to our society in a structured, joyful environment. We are a caring community of educators, children, families and friends who are focused on each student's daily achievement as a step towards a better future.

The Children's Storefront was founded in 1966 by poet Ned O'Gorman to provide a safe haven for Harlem children to engage in a variety of educational activities; by 1970 it had grown into a formal preschool. In order to have a lasting impact upon students and their families, the School began an expansion to a full elementary program. In 1981, the first grade class was formed, and each subsequent year one grade was added until 1989, when six students graduated from the first eighth grade class.



Today, the Storefront serves more than 170 students from grades preschool through eighth grade in three buildings. The School has a student-teacher ratio of 7 to 1, which enables it to meet the individual needs of each of its very diverse students.

The Storefront was re-accredited for ten years in 2004 by the New York State Association of Independent Schools. The Harlem community in which it is located is problem-ridden on a number of fronts. The median income is \$16,600 and 23-percent of the population is on public assistance. District II has the highest concentration of shelters and facilities for drug and alcohol treatment in any community in the Borough of Manhattan.

Storefront faculty are committed to teaching students in ways that promote active learning, critical thinking and creativity in a rigorous academic environment – a specific body of knowledge, a set of skills, and common standards. Driven by its values and mission, the Storefront sees its standards and curriculum as a vehicle to achieve that mission. In addition to a strong emphasis on mastery of skills, the faculty build strong personal relationships with students and seek to teach them perseverance, tolerance, and the ability to reach personal goals.



Tracking indicates that over 90% of Storefront students graduate from high school, in stark contrast to the community rate of 33%. Of the 62 Storefront graduates who are high school age, 60 are still in high school. Over the last several years students have attended private schools (including Brooklyn Friends, Browning,



Concord Academy, Dalton, Dana Hall, Hackley School, Gould Academy, Horace Mann, Master's, Milton Hershey School, Miss Hall's, New Hampton School, Putney School, Trevor Day, and Westover Academy), parochial schools (including Cardinal Spellman, Sacred Heart, and Xavier), and public schools (including The Beacon School, Bronx High School of Science, Brooklyn Technical High School, and LaGuardia High School). Storefront alumni have gone on to attend colleges such as the College of New Rochelle, Connecticut College, CUNY, Haverford College, The New School, Pennsylvania State University, and St. Lawrence University.

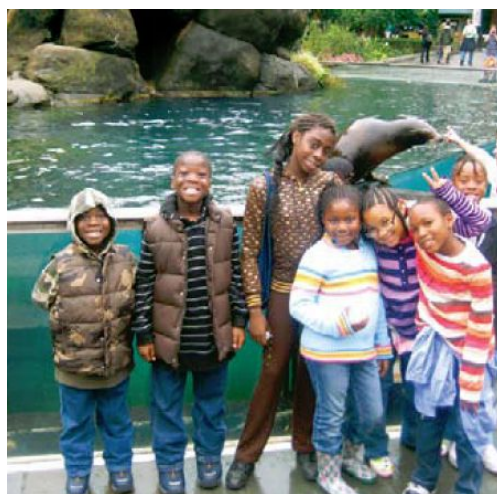
“Hewing to our mission and the expressed desire to be a great school informs our every action. We have not strayed from the priority of serving children who face obstacles in their journey to obtain an excellent education. We face each day with a fierce desire to help children achieve academic success so that they will have options for their future. We try to track what matters and we know what success is—what it looks and feels like—in inner-city education. Our results are our proof: 80% of our students are testing at or above grade level; attendance is at 96%; high school graduation rates are hovering around 95%; college attendance is at 75% and last year, over \$250,000 in scholarships were offered to students in our graduating class. These statistics far outpace schools in our community.”

Christine LaSala, President, Board of Trustees

The Storefront's Board of Trustees includes many business, community, and volunteer leaders, each of whom are dedicated to the continued success of the School. The current president is Christine LaSala and the chairman is Michael B. Stubbs.

Historical highlights:

- September 10, 1966 – Ned O'Gorman begins The Children's Storefront as a small program for neighborhood children on Madison Avenue between 128th and 129th Street. The program functions as a library, an after school center and a drop-in site for all neighborhood children. Food and quiet nap-space are provided for about 50 children a day.
- 1982 - The Storefront receives a challenge grant from the Ford Foundation.
- 1983 - The Storefront opens a residential summer camp in Lyme, Connecticut on the property of a Board member. The program now serves 50 students each summer.
- 1989 - The Storefront first eighth grade class of six students graduates.



- 1990 - Karen Goodman produces a documentary shown on PBS television and nominated for an Academy Award.
- October 1991 - Renovations are completed on 70 East 129th building and five grades move into the building. Made possible through a \$1,000,000 anonymous grant.
- 1993 - A grant from Joan Ganz Cooney establishes the Storefront's after school program.
- June 1994 - NYSAIS grants the Storefront full accreditation, following a year-long evaluation process.
- 1995 - Manhattan School of Music starts regular music programs - opera, classical and jazz - at the Storefront as part of the school music program.
- Spring 2001 - The Storefront celebrates its 35th anniversary with a gala at Harlem's famous Apollo Theatre.
- June 2003 - The Storefront graduates its largest 8th grade class with 14 students.
- In June 2004, NYSAIS grants the Storefront full re-accreditation after a year long evaluation process.
- In 2005, the Storefront receives extensive kitchen makeover from Emeril Lagasse and the Food Network.

➤ FINANCIAL HIGHLIGHTS

As a tuition-free school, The Children’s Storefront raises virtually all of its funding from individuals, corporations, and foundations. With sustained and growing support throughout its 43 years of educating children in Harlem, the Storefront had its most successful fund-raising year ever in 2008, raising over \$4 million.

In May 2009, the Spring Gala raised more than \$870,000. In 2008, the Storefront’s special events included the *Texas Hold ‘Em Poker Night* and *An Evening of Cocktails and Dance*, which together raised more than \$200,000. In addition, the *Fourth Annual Parent Benefit*, an event organized by parents to honor Harlem community members, had over 200 guests and raised more than \$25,000.

The Storefront’s budget has grown fifty-eight percent in the past five years. For these years through the fiscal year ending June 30, 2008, the organization raised the funds needed each year without incurring debt. In FY 2008, the operating income was \$4.19 million, the operating expenses \$4.265 million, and net assets totaled \$4.869 million.



Operating Income		Operating Expenses	
Contributions	\$2,498,015	School Expenses	\$3,183,958
Special Events	1,341,744	Management Expenses	289,348
Investment Income	197,848	Development Expenses	504,190
Government Funding	149,934	Benefit Expenses	287,953
Miscellaneous	3,341		
Total Support & Revenue*	\$4,190,882	Total Operating Expenses	\$4,265,449

*Excluding restricted endowment contributions

➤ **IMPORTANT RELATIONSHIPS**

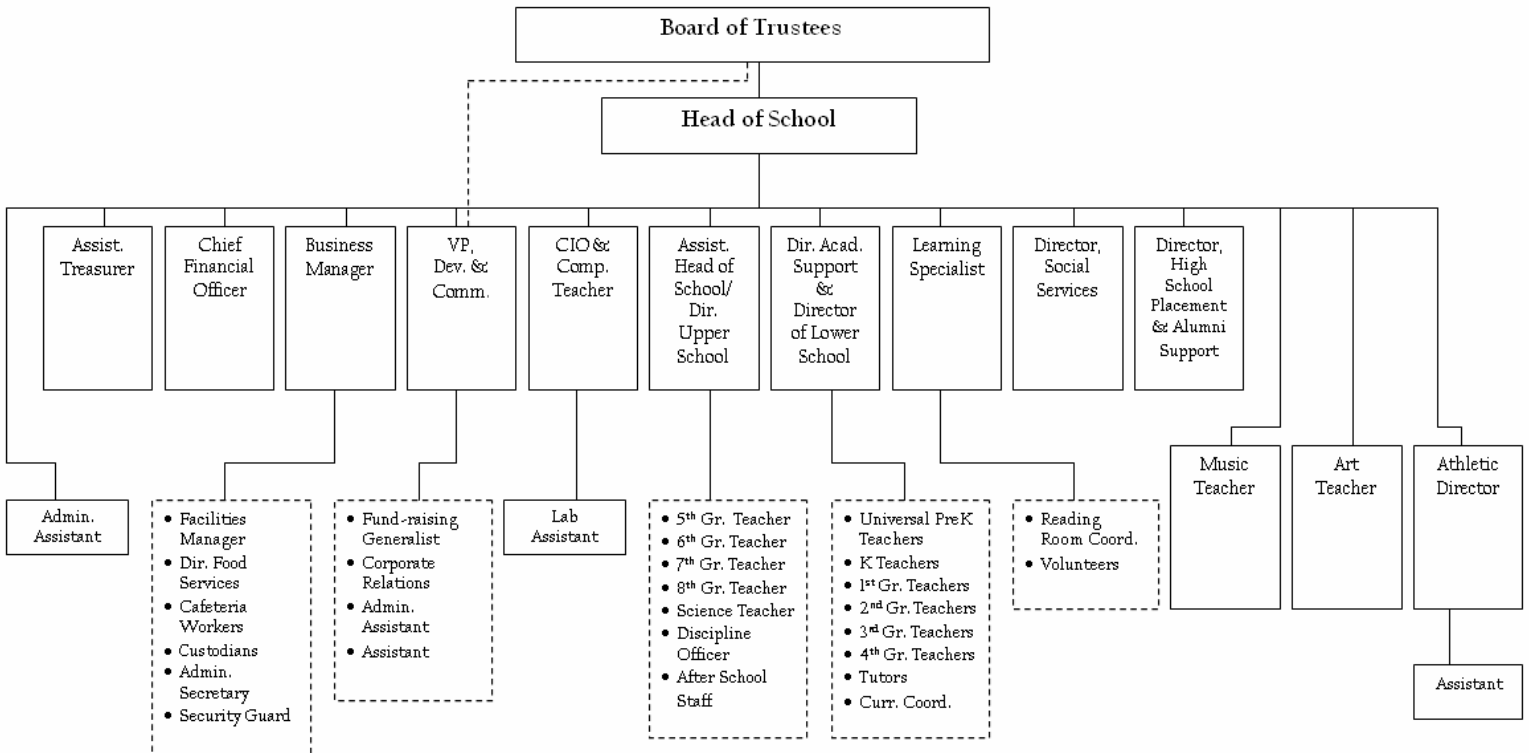
The Head of School will be responsible and report to the Board of Trustees. As the educational, organizational, and fundraising leader of the Storefront, the Head of School will oversee all staff and faculty and have fourteen direct reports as illustrated in the organizational chart below. With the Board, the successful candidate will re-evaluate the organizational paradigm to best meet the goals of the Storefront.

The successful candidate will build and maintain strong relationships internally with the Board, administration, faculty, staff, and students, leveraging the existing culture of cooperation and passionate commitment to the mission of the Storefront. Externally, the Head of School will build and maintain strong connections with parents, families, volunteers, community members and organizations.



The Head of School will work in close partnership with the Board and the Vice President of Development and Communications, Daniel Brewer, on fundraising initiatives and planning. He or she will work closely with the Assistant Head of School/Director of Upper School, Michael Williams, and the Director of Academic Support Services/Director of Lower School, Adjowah Scott, on academic priorities and oversight of curriculum development and performance.

The Children’s Storefront Organizational Chart



➤ KEY OPPORTUNITIES & CHALLENGES

The role of Head of School represents an unparalleled opportunity to help build and sustain an organization that truly transforms the lives of those it serves.

The Head of School is the educational leader, chief executive, primary spokesperson, fund raiser, and passionate advocate for the Storefront. Therefore, the key roles and opportunities for the successful candidate are comprehensive and diverse. The Children's Storefront seeks a visionary leader with the experience reflecting the proven capacity and results to meet the opportunities outlined below:



- Build strong relationships with the Storefront's diverse constituencies both internally (Trustees, administration, faculty, staff, and students) and externally (parents, volunteers, donors, community members, and organizations);
- Rapidly gain a thorough understanding of the mission, vision, rich tradition, unique culture, values, and challenges of the School;
- Collaborate with Trustees and the Vice President of Development and Communications, create and promote vehicles for individual, foundation, and corporate giving and proactively identify and create new, diversified, and innovative partnerships;
- Lead the Storefront to its next level of excellence;
- Serve as the School's academic leader, chief executive, spokesperson, and fund raiser;
- Solicit philanthropic support for the School; work with the Vice President of Development and Communications to identify, engage, cultivate, solicit and steward donors and prospects;
- Inspire, engage, and support the Board of Trustees to strategically develop plans, fund-raising activities, and key decisions affecting the School;
- As the Storefront's highly visible community leader, serve as the principal spokesperson; communicate clearly and persuasively to increase visibility and credibility of the organization, inspire support, and promote public awareness about the achievements and success of the School;
- Build upon the collaborative, inclusive environment, while continuing to implement best organizational practices and procedures and ensuring proper operations, financial control, accountability, and transparency and adherence to established not-for-profit and fund-raising best practices;
- Oversee the curriculum development and evaluation with the Assistant Head of School/Director of Upper School and the Director of Academic Support Services/Director of Lower School;
- Provide strategic direction for and oversee the day-to-day administration and operation of the Storefront, including financial oversight and the budgeting process;

- Oversee long-term educational planning and cost management alignment with the School's long-term plan and goals;
- Recruit, motivate, educate, and mentor staff and volunteers for optimal performance and promote a culture of enthusiasm, cooperation, and passionate commitment to the mission;
- Construct and foster strong connections to the parents, families, volunteers, community members and organizations associated with the Storefront;
- Establish processes that ensure best practices, clearly defined goals, objectives and methods with which to measure success;
- Foster strong relationships and effective communications across the School; and
- Mentor and develop administration and staff, managing work allocation, problem resolution, and performance evaluation.

➤ IDEAL QUALITIES & EXPERIENCE

The Head of School will be a passionate and visionary leader who is excited by the opportunities and challenges of an independent, tuition-free school. The successful candidate will be an experienced educational and operational leader and will possess the following attributes and experience:



Experience

- Significant leadership, management, fund-raising, and advocacy experience within an educational environment;
- Confidence and experience to gain the respect and trust of the Storefront's diverse internal and external constituencies;
- Broad and deep knowledge of independent school education, or experience in a mission-driven, educationally-focused organization;
- Proven track record of providing strategic direction and day-to-day operational management;
- Management experience, including the proven ability to effectively build, recruit, and mentor staff;
- Operational leadership experience, including oversight of finances, budgeting process, and facilities;
- Extensive experience overseeing the curriculum for grades pre-school through grade 8; and
- Teaching experience desired.

Leadership

- Inspirational and visionary leader, who is rooted by genuine and deep respect for the transformational power of education;
- Intellectual curiosity, confidence, and the ability to apply and adapt experience and best practices to a dynamic, non-traditional educational enterprise;
- Demonstrated track record of effective leadership in an independent school setting;
- Ability to strategically and effectively lead change;

- Strategic thinker who sees the big picture, but is also sufficiently detail-minded to develop the necessary building blocks to reach the desired goal;
- Accessible and approachable leader who will inspire confidence;
- Fair and personable manager who takes an open and collaborative approach, while ensuring best practices and that objectives are consistently being met; and
- Affirming and participatory style of management.

Fund Raising

- Demonstrated ability to serve as fund raiser, resulting in significantly improved performance and growth of philanthropic revenue;
- Successful track record of soliciting gifts from high net worth individuals, foundations and other giving sources;
- Proven success in engaging board members, volunteers, and staff in fund raising;
- Successful record of accomplishment in building constituencies and diversifying income streams; and
- Experience raising support in the New York City philanthropic market preferred.



Skills and Knowledge

- Outstanding interpersonal and relationship management skills to effectively interface with the Board of Trustees, administration, faculty, staff, students, parents, families, volunteers, community members and organizations associated with the Storefront;
- Superior communication (oral and written) and public speaking skills; the ability to effectively convey the Storefront's mission, programs, priorities, and issues to a variety of audiences;
- Ability to build strong personal relationships and interact comfortably with a variety of diverse constituencies;
- Strong administrator with good organizational skills and the ability to forge a team spirit among staff members;
- Good listener who is intuitive, perceptive, and insightful;
- Creative and imaginative manner of approaching issues and devising sound solutions based on good judgment, research, and collaboration;
- Strong analytical and problem solving skills to productively impact both strategic and tactical education goals and operations initiatives;
- Ability to make decisions in a changing environment and anticipate future needs;
- Understanding of public relations and marketing;
- Able to balance, prioritize, and delegate as appropriate;
- Personal knowledge of or experience working with the Harlem community or inner city education helpful, but not required; and
- Master's degree required; higher degree helpful (Ed.D., Ph.D.).

Personal Traits

- True passion and commitment for the mission of the Storefront;
- Poise, credibility, and integrity to collaborate with the School's diverse constituencies;
- Inclusive and consensus-building style;
- Sensitivity to community issues and culture of Harlem;
- Superior drive, a sense of urgency, and a desire to create and build;

- Self-starter who leads by example and measures success by results;
- Open to new ideas, yet decisive; ability to implement change without losing what works;
- Sincere, compassionate, and involved, while remaining the chief executive;
- Patient, resilient, and flexible;
- Unimpeachable ethical standards; and
- Sense of humor and perspective.

➤ **COMPENSATION**

Compensation will be both competitive and commensurate with the successful candidate's background and experience. The Head of School will begin his or her tenure in June 2010.

➤ **INQUIRIES, APPLICATIONS & NOMINATIONS**

Inquiries, applications, and nominations will be held in confidence. For full consideration, all applicants are requested to submit via e-mail: (1) a complete, up-to-date curriculum vitae, (2) a formal letter of interest addressing his/her qualifications for the position, and (3) three professional references including contact information. Applications should be submitted to Freeman Philanthropic Services, LLC at CSF@glfreeman.com.

The Children's Storefront is an equal opportunity employer and encourages qualified candidates from all backgrounds to apply.

