



NATIVITY PREP ACADEMY



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SAN DIEGO, CALIFORNIA

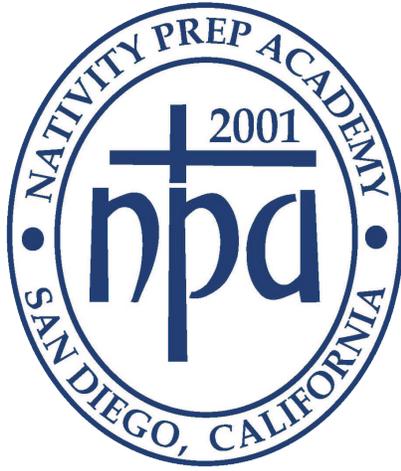
PRESIDENT

JULY 1, 2018

www.nativityprep.org



**Carney
Sandoe
& ASSOCIATES**



Mission

Our Mission is to provide a Catholic, college-prep, middle school education to students from low-income families who will be the first in their families to graduate from college. In partnership with our families, we are committed to each student's total development — academic, social, physical, spiritual and emotional — by emphasizing serious study and personal and social responsibility. Through a comprehensive Graduate Support Program, we help our students transition to and succeed at top regional high schools (including providing them with tuition grants) and then matriculate to college or university.

THE POSITION

Nativity Prep Academy (NPA), a coed, independent, tuition-free middle school in the Jesuit tradition, seeks a President to lead this exceptional institution starting July 2018. Accredited by WASC and a high profile member of the Nativity Miguel Coalition, NPA educates 60-70 middle school students annually and extends its support services to all graduates throughout their high school and college years. At any given time, more than 220 students are included in the NPA service network. The school is supported generously by a robust network of enthusiastic donors who are passionate about the school's mission of providing access to quality education for low income children.

Current NPA president, Brendan Sullivan, has announced his intentions to retire following 15 years of distinguished service to the school. Brendan leaves a legacy of outstanding service and quality and a school poised for further growth and prominence in the greater San Diego community. With more than 16 years of successful experience behind it, the school is now ready to elevate its profile and scale its operations in order to impact more children and families.

This is a rare opportunity for an entrepreneurial leader with passion for equity and inclusion who desires to take a worthy, mission-critical institution to the next level—changing lives for generations!

SCHOOL HISTORY

In 1999, David Rivera formed an advisory group in partnership with the University of San Diego to explore the possibility of creating a Nativity-model school in San Diego to serve the city's most impoverished neighborhood. In 2001, under David's leadership, the school opened its doors to 19 students and over the next three years enrollment and funding more than tripled. The school moved twice, first in 2005 and again in 2010 to its current location at the Holy Spirit Church, where the school holds a 50-year lease. Over the course of its 16 year history in the Southeast San Diego area, the school now serves 240 young men and women, most of whom are second-language learners and all from low-income families. The school's roots date back to the 1950s and the efforts of



the Society of Jesus (the Jesuits) in New York City. The Jesuits' inner-city youth outreach programs at the time included the Nativity Mission Center in the Bowery section of the Lower East Side. The first Nativity school opened there in 1971. Since then, more than 60 Nativity-model middle schools have opened in the United States and Canada. Nativity Prep Academy is one of three in the State of California and the only one in the San Diego area.

Nativity schools seek to counter the overwhelming pressures of street culture and poverty by challenging and encouraging underserved students to reach their full potential. Nativity schools provide highly focused educational opportunities with excellent student-to-faculty ratios, extended-hour school days, an extended-year schedule, daily tutoring, and enrichment and counseling programs. More than 92% of Nativity school students graduate from high school, as compared to the national rate of 55% for African-American and Hispanic students.

Nativity Prep is a 501 (c)(3) nonprofit organization, under the aegis of an independent, lay board of trustees. It is accredited through the Western Association of Schools and Colleges (WASC).

“ We believe so strongly in the mission of Nativity Prep that we provide free bus service to and from Nativity Prep and Cathedral Catholic High School each school day to make sure their outstanding students may continue their Catholic education through high school. ”

*-Stevan Laaperi
President, Cathedral Catholic High School*

HIGH SCHOOL PLACEMENT

Each year, graduates continue to be accepted at and attend excellent college-prep high schools in San Diego and elsewhere in Southern California, including:

Cathedral Catholic High School
Francis Parker School
Mater Dei Catholic High School
Saint Augustine High School
School for the Creative and Performing Arts
The Academy of Our Lady of Peace
The Bishop's School
The Grauer School
The High Tech High Schools
The Preuss School at UCSD

Nativity Prep also keeps track of where its graduates attend college. The list includes:

American Musical and Dance Academy
College of Wooster
Creighton University
Francis Marion University
John Paul the Great Catholic University
San Diego State University
San Francisco State
San Jose State
St. Mary's College of California
University of California, Irvine
University of California, Los Angeles
University of California, Merced
University of California, Riverside
University of California, Santa Cruz
University of San Diego
University of San Francisco
Yale University

THE SCHOOL

Now in its 16th year, Nativity Prep remains the only all-scholarship private school in San Diego County. On its campus, the school currently serves 60-70 students in grades six, seven, and eight. All Nativity Prep students are on full-scholarship, coming from families that qualify for the free- or reduced-lunch program in their public school. By design, the school maintains a small student enrollment to assure a healthy teacher-student ratio of 6:1. The majority of students enter the school achieving at below grade-level academic progress in reading, language, and math in their previous schools. By the time students matriculate to high school, however, they are academically well-prepared to enter prestigious high schools. This solid preparation is as a result of hiring exceptional teachers who are committed to engaging students in deeper level learning and who provide maximum academic and character support programs matching each student's individual need.

The school asks prospective students to complete a written application and personal statement along with their applications, make a full-day visit to the school, and submit two teacher recommendations from current teachers. Prospective parents and students are interviewed together and each student takes an in-house exam with the NPA academic team to assess each candidate's basic skill levels in reading, writing and math. Above all, the school seeks students and families who are motivated by the college-prep mission, which is built on the Jesuit idea of *cura personalis*, care for the whole person, and is focused on preparing students for high school and college. Regardless of academic record, the students must show genuine desire and motivation for college and a professional career.

An outstanding feature of Nativity Prep is that it continues to support its graduates through high school and the college application process. This includes providing tuition subsidies that enable students to attend private high schools.

Students are required to attend a nine-hour school day throughout the regular academic year and a five-week summer semester in July and August. The school also offers on-site mentoring with the help of volunteers from the local professional community to help students develop



a relationship of support outside of the classroom.

Because Nativity Prep's goal is to meet the financial needs of all students every year, fund-raising is immensely important to the mission. The latest strategic plan (2012-2017) makes financial sustainability a key priority — not only to fund current students and offer high school scholarships to graduates but also to grow the program to serve more students.

“ The Academy of Our Lady of Peace is a high performing, independent, all-girls Catholic secondary school sponsored by the Sisters of St. Joseph of Carondelet. Students from Nativity Prep transitioning into our school are young women who are tenacious and passionate about thriving in a challenging academic environment. Furthermore, NPA ensures that these students have access, through their ongoing financial assistance, and simultaneous academic support. No student or family is left to face the experience of high school without the multi-faceted support throughout those four years. ”

*-Lauren Lek, Ed.D.
Head of School, Academy of Our Lady of Peace*



ACADEMICS

Students in all three grades are required to successfully complete coursework in their core academic classes — language arts, mathematics, science, and social studies — as well as in religion, physical education, and art. Students attend classes in these subjects daily and the school places an emphasis on writing skills in all these classes and even in art and physical education. Students who are academically eligible can also participate in interscholastic team sports. Nativity Prep also offers non-graded elective courses (clubs) each academic quarter.

The core curricula in language arts, mathematics, science, and social studies are based on the content standards for California. Teachers utilize core-curriculum adoptions to offer challenging opportunities for students to work in collaborative student groups, solve real-world problems, utilize critical-thinking skills, and apply their learning to their own lives and interests. Students are responsible for completing homework assignments each night, for an average cumulative daily homework load of between one-and-a-half and two hours.

Because the majority of students who enter Nativity Prep are second-language learners who on average are one to two years behind their peers in grade level, the school focuses in all content areas on strengthening students' basic academic skills in reading and writing. Additionally, the A.M.I.G.O.S. (Adult Mentors Inspiring Growth in Our Students) Mentoring Program focuses on students' social and emotional well-being while they are enrolled at Nativity Prep. Adults from the local professional community meet with students a minimum of one hour each week, developing a relationship of support outside the classroom.

In an effort to maintain high standards and continually improve the program, the recent strategic plan calls for increasing professional support and salaries for teachers and extending learning opportunities for students through partnerships and programs.



GRADUATE SUPPORT PROGRAM

The comprehensive Graduate Support Program (GSP) is an 11-year commitment that Nativity Prep makes to its students as they continue through high school and college. The Program begins with the school's middle school curriculum that focuses on high school, college, and career preparedness. It continues with support for high school admissions and placement, adult volunteer college coaches for all graduates, weekly class meetings by grade throughout high school, summer academic enrichment for all graduates, SAT/ACT prep classes for 10th and 11th grade graduates, and 'Senior Academy' classes that support the college admission process. The school maintains ongoing contact with each graduate throughout the entire high school and college admissions process, including making visits to graduates' high schools, meeting with families, and sending monthly e-newsletters.

ARTS AND ATHLETICS

A central feature of the curriculum is the arts program. In addition to learning the basics of visual arts, the school partners with outside volunteers and nonprofit organizations. With the help of professional artists and teachers, sixth-grade students dedicate an entire semester to photography and literacy through *Outside the Lens*, a local arts-education non-profit, and showcase their written and visual work in a formal gallery exhibition in the spring. With the help of a part-time volunteer, seventh-grade students participate in a year-long supplementary curriculum in art history and art appreciation, which includes visits to the San Diego Museum of Contemporary Art and the Timken Museum at Balboa Park. Eighth-grade students work with a group of high school students from The Grauer School (Encinitas, CA) for a semester-long unit in photography, which culminates with a formal showing of their work at The Grauer School in the spring.



The physical education curriculum introduces students to the basic rules and strategies of a variety of sports and activities, with a special focus on enhancing the fitness and health of each student and furthering each student's ability to practice life-long healthy habits. In addition to popular team sports (football, basketball, volleyball, soccer, etc.), students are also introduced to other games and activities (whiffle ball, line-dancing, etc.). The school is a member of the Parochial Sports League.

The principle of self-motivation is encouraged through a mixture of athletic activities that allow students to compete not only with one another, but also ultimately against their own previous individual accomplishments. Apart from the purely physical components of the curriculum, each student is expected to complete quarterly in-class writings and a formal essay at the close of each semester. Most of the school-wide learning outcomes are, in several ways, integrated through the PE curriculum.

“ Nativity Prep Academy’s commitment to each child’s total development has created students who are consistently driven, highly engaged, and committed to making a difference in their communities. We are grateful to receive Nativity Prep graduates, whose caliber of character and high academic aptitude strengthen our diverse and vibrant student body. ”

*-Kevin Yaley
Head of School, Francis Parker School*



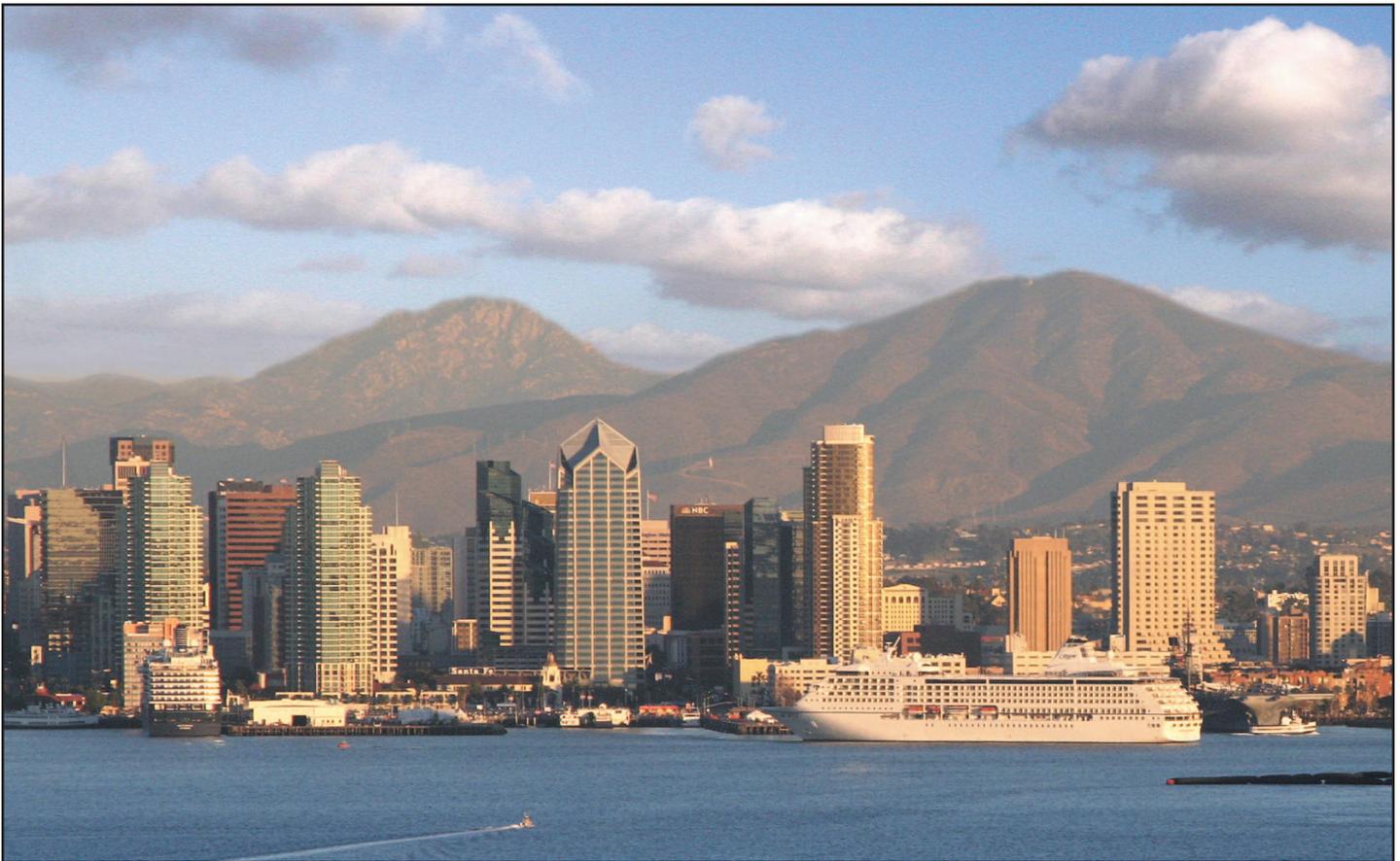
SCHOOL LIFE

With college as the focus, Nativity Prep students:

- take school seriously (academic),
- are respectful (social),
- dignify their bodies (physical),
- love God and others (spiritual), and
- have a positive attitude (emotional).

The day-to-day emphasis in and out of the classroom focuses on the students' development as middle schoolers and on their preparedness as they look ahead to high school and to college. Nativity Prep integrates all components of the students' growth as young men and women — the academic, social, physical, spiritual and emotional — for each and every academic class and program. It also considers its non-graded elective classes and support programs integral parts of our curriculum.

An essential component of the Nativity Prep experience is student community service. Students in all grades participate in monthly service projects, including the sixth-grade park clean-up at Martin Luther King Recreation Center, the seventh-grade tutoring program with kindergarten students at Oak Park Elementary School, and the eighth-grade meal serving project at St. Vincent de Paul Village in downtown San Diego. To deepen their understanding of why they participate in service, students keep a writing journal and have the opportunity to connect their experiences in a broader context during extended-day retreats.



PHYSICAL CAMPUS

The school is located on the grounds of Holy Spirit Church in San Diego, where it has a 50-year lease. The 2.5-acre campus has a total of 13,000 square feet of building space. The four buildings include the main school building, parish hall (for events), church, and a separate portable office for administration and multi-use.

SAN DIEGO, CALIFORNIA

San Diego has been called “the birthplace of California.” Situated on the coast 120 miles south of Los Angeles and adjacent to the Baja Peninsula in Mexico, the city is known for its mild year-round climate, natural deep-water harbor, extensive beaches, long association with the United States Navy, and recent emergence as a healthcare and biotechnology development center. With a population of 1.4 million, it is the second-largest city in California. Its main economic engines are the defense-related activities, tourism, international trade, and manufacturing. It also has a flourishing arts community — with nine designated arts districts.

With Tijuana just across the border, the region is the second largest trans-border community between the United States and a bordering country after Detroit-Windsor, with a population of 4.9 million.

San Diego is home to numerous art museums, including the San Diego Museum of Art and the Museum of Contemporary Art in San Diego. It is also home to the San Diego Symphony and The San Diego Opera, the latter of which was ranked as one of the top 10 opera companies in the United States. Among its professional theaters are the La Jolla Playhouse and the Old Globe Theatre,



both of which have produced world premieres of plays that have gone on to win Tony Awards or nominations. Its top professional sports team is the San Diego Padres.

According to education rankings released by the U.S. Census Bureau, 40% of San Diegans ages 25 and older hold bachelor's degrees. Based on these figures, the census ranks the city as the ninth-most educated city in the United States. The city is home to a wide range of public and private colleges and universities. It has one major medical school, the USCD School of Medicine, and three accredited law schools.

San Diego was recently noted for having the most solar installations in the nation.

OPPORTUNITIES AND CHALLENGES

This is a classic “take it to the next level” leadership opportunity. Nativity Prep is fulfilling its mission in consistent and convincing fashion and is poised for significant growth. The donor network is strong and passionately committed to the mission of the school but will need further expansion in order to achieve the board’s desire to scale operations and grow enrollments in the coming years. In addition, candidates should be mindful of the following opportunities and challenges:

- As the school implements its plans to grow and serve more students, attention will need to be given to the quality of the student experience and, particularly, to maintaining close student/teacher relationships. A “right sizing” plan will need to be developed to achieve an orderly, effective expansion and to preserve the efficacy of the Nativity model.
- Space will likely be a challenge as the school expands. The current campus arrangement involves

a lease relationship with the local parish and diocese and may not be a sustainable solution for the school going forward. This matter will need to be resolved in consultation with the board.

- With nearly two decades of experience behind it, the school is also approaching a kind of “coming of age” threshold in which the need to validate student outcomes and prove the concept are emerging as key priorities within the community. This will be an opportunity for the next President to work closely with faculty and staff to develop reliable metrics and milestones as evidence of student achievement and mission effectiveness. Creating this culture of excellence will also be important in expanding and solidifying donor support.
- Because Nativity Prep is a Jesuit-inspired Catholic school, maintaining fidelity to the faith component of the student experience will also be a high priority for the next President. The entire NPA community values the Catholic identity of the school and will expect the next president to embrace and promote these core values and traditions.
- In addition to a small but outstanding faculty and staff, the NPA business model depends on a large network of dedicated volunteers and institutional partners to provide critical mentoring services and matriculation opportunities for its students. The next President will be expected to manage these relationships prudently and respectfully in order to fulfill the 11-year promise to its students.
- And, finally, the school operates in the President/Principal Leadership Model in which the President functions as the chief executive officer, reporting to the Board of Trustees and overseeing the role of the principal who is responsible for day to day academic operations. In this powerful leadership structure, the President is the primary institution builder and entrepreneurial leader who sets the vision for the school, crafts and executes organizational strategy, and secures all resources necessary to sustain the mission and accomplish key institutional objectives. The board sees this leadership transition as a timely opportunity for the next President to review and evaluate this structure and ensure that it is functioning as intended—with the highest effectiveness, accountability, operational synergies, and clarity of roles and responsibilities.

DESIRED QUALITIES AND QUALIFICATIONS OF THE NEXT PRESIDENT

This is an extraordinary and rare leadership opportunity. There is a distinct feeling on campus that NPA stands at a fortuitous crossroads and that business-as-usual would represent a missed opportunity for the school. The next President should be a visionary leader and institution builder who can inspire enthusiasm for bold new aspirations while remaining faithful to the core values and traditions of the school.

Specifically, the board seeks high performing candidates with the following qualities and qualifications:

- A faith-filled, mission-inspired leader who will embrace and promote Jesuit and Catholic values.
- Candidates must also have passion for the vital “access” mission of the school and be capable of demonstrating such passion in prior career and/or volunteer activities. An appropriate sense of urgency and ability to rally forces around common objectives will be highly preferred qualities.
- Given the demographic of the inner-city community being served, bilingual capabilities in English and Spanish would be desired but not required. Experience working with diverse immigrant communities would also be desired.
- A high profile, relational leader will also be preferred, someone with outstanding poise, presence, and communications skills who will serve as the face of the school to the larger community. The ability to raise the profile and value proposition of the school will be critical in meeting board and donor expectations.

- In the President/Principal Model, deep domain knowledge of educational practices is less important in the President function than the ability to lead, inspire, raise funds, build community, and create demand for the Nativity experience. For that reason, the board welcomes entrepreneurial candidates from varied career backgrounds who are mission-driven, faith-filled, and capable of delivering exceptional results. This may include servant leaders from other Catholic or independent and public schools, higher education, as well as non-profit foundations, associations, charities, and the like. The board is also welcoming of “rising stars” with exceptional leadership qualities as well as proven leaders with well-established performance portfolios.

To APPLY

Interested and qualified candidates should submit electronically in one email and as separate documents (preferably PDFs) the following materials:

- A cover letter expressing their interest in this particular position
- A current résumé with all appropriate dates
- A one-page statement of educational or leadership philosophy and practice
- A list of five (5) professional references with name, phone number, and email address of each to:

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“Nativity Prep stands as a model for Catholic elementary schools in this difficult economic time. Its dedicated and talented faculty and staff provide a transformational education for students and families of San Diego’s underserved population. St. Augustine High School is thrilled with our partnership with Nativity Prep. Upon entry into St. Augustine High School, each year we find their students well prepared for high school college preparatory work. Teachers at Saints often observe Nativity Prep boys with excellent intellectual, leadership, and social skills. ”

*-Ed Hearn
President, St. Augustine High School*