



# Mayfield Junior School

DIRECTOR OF FINANCE

**LOCATION**  
Pasadena, CA

**APPLICATION  
DEADLINE**  
June 8

**SEMIFINAL ROUND**  
Mid-June

**FINAL ROUND**  
Week of June 27

**DECISION  
ANNOUNCED**  
July 11

**START DATE**  
Mid-to-late summer

# Summary

Mayfield Junior School is a remarkably joyful community. You would notice and feel this as soon as you stepped onto the grounds of this lively and beautiful five-acre campus in Pasadena, California. You would witness students who are happy and motivated, and teachers who love teaching. Students experience a thoughtfully designed, intellectually challenging, and creative program of study that develops a love of learning and academic excellence. Mayfield expects its students to reach for their potential and encourage them to lead at a school whose motto is "Actions Not Words." Collectively, members of the community not only embrace but live it every day at this school that was founded in 1931 by the Society of the Holy Child Jesus.

This summer, the school will welcome and embrace a new director of finance. The current director is retiring after a long and successful 23-year tenure. So many improvements and expansions occurred under her watch, but at the same time the next director's plate will be full

of exciting, major initiatives. The school is just beginning a ten-year capital campaign, LEARNING elevated, which will result in developing new buildings, learning spaces, and structures—along with remodeling existing ones. Silent donor solicitation is underway right now; next year a fully public fundraising phase will kick off, followed by the start of long-awaited construction. The director of finance will play an integral role in this project, but by no means have to go it alone. An outstanding team of direct reports to the director is in place across three functional units: the business office, human resources, and extended programs. Reporting to the head of school, the director serves on the leadership team and works with the board on major financial forecasting and annual budget planning. An on-site final round for this critical search will take place in late June, and Mayfield hopes that its next director of finance will be installed prior to the start of next school year.

## Mission

Mayfield Junior School, a Catholic independent school founded and sponsored by the Society of the Holy Child Jesus, implements the philosophy of the Holy Child Schools which is based on trust and reverence for the dignity of every person. We are committed to the religious and educational development of each child and to maintaining a sense of community and family spirit that welcomes people of diverse backgrounds. At Mayfield, each child is challenged to reach his or her potential. We encourage our students to respond to the needs of our time with compassion, integrity, and confidence in God and in their own gifts.

## History

### 1931-1950

The General Council of the Society of the Holy Child Jesus, made a unanimous decision in May 1931 to accept his offer and open Mayfield School in Pasadena.

### 1950-1975

As the end of the war in 1945 ushered in a time of great optimism and growth, Mayfield's enrollment numbers neared 200. The school needed more space.

### 1975-1993

Administrators began to look to the future, developing long-range plans and building a committed board of trustees. Mayfield Junior School's first Board of Trustees was established in 1975 with Mr. William Howell as Chair.



# Strategic Plan



## The Strategic Design for Mayfield Junior School

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Every great institution needs guidance in order to succeed. A constant focus on our school Mission and the Goals for Schools of the Holy Child keeps us faithful to the direction set for us by Cornelia Connelly. We also know that moving Mayfield Junior School forward, to better serve our children, is a shared responsibility that calls for thoughtful planning, collaborative work and careful oversight. During the 2012-2013 school year a dedicated and involved group of community members, in collaboration with me and the Board of Trustees, have worked to craft "A Strategic Design for Mayfield Junior School."

Our goal was to create a guiding document that is carefully coordinated, adaptable and true to the fundamental elements of our Mission. We intentionally opted for a less static "design" format that will allow us to incorporate our ongoing progress into subsequent institutional initiatives. A traditional framework, controlled by a prescribed time period, would not allow us to adjust our sights accordingly.

The five elements included are intertwined with each other, and intended to lead us toward broad and diverse growth. We understand that every area of need or opportunity is not listed, yet feel that most goals of tomorrow will align with at least one Element, giving it strategic relevance. Within the Design we have created an expectation for review and consideration that will effectively monitor our work.

Mayfield Junior School continues to improve and we are excited about the possibilities the future holds for us.





## The Five Elements

### ELEMENT 1: COMMUNITY OF FAITH

Mayfield Junior School is a community where the Catholic faith and our Holy Child heritage are cherished, celebrated and shared with others. We embrace families desiring an education that inspires its students academically and spiritually. Rooted in the Divine presence, the Holy Child philosophy provides students with a human and respectful educational experience through the integration of our faith and values in all aspects of our programs. Our community educates the whole child, providing a rich learning environment for each student to recognize and develop his or her unique gifts and experience the joy of learning.

#### GOAL

Create clear and comprehensive steps to strengthen Mayfield Junior School according to the Catholic faith, Gospel teachings and Goals of the Holy Child Network of Schools.

#### STRATEGIES

- Expand and sustain a program to educate and strengthen our entire community in the traditions of Catholic education through the vision of Cornelia Connelly and the Society of the Holy Child Jesus.
- Create a managed system to continually support Mission Effectiveness and Network Goals.
- Directly integrate, across the community, the essential elements of Catholic social teachings.
- Strategically promote the Catholic nature of Mayfield Junior School while accentuating the uniqueness of the Holy Child identity and traditions of our school community.

### ELEMENT 2: ESTABLISHING LEADERSHIP

The Mayfield Junior School community is comprised of current and future leaders in their communities, professions and faith groups. Our goal is to ensure that all Mayfield Junior School students have the competence and confidence to continue to uphold the Holy Child philosophy while becoming visionary, compassionate and ethical leaders today and into the future. To do so, it is vital that our community provides for the continued health and viability of Mayfield Junior School into the future by focusing on the fiduciary leadership (oversight and assessment of mission and finance “Doing things right”), strategic leadership (foresight and “Doing the right things”) and generative leadership (shared visioning, investment for the future and “Leaving a legacy”).

#### GOAL

Create and support initiatives that will ensure that Leadership is the “hallmark” of the continued health and success of Mayfield Junior School.

#### STRATEGIES

- Develop and pursue institutional leadership opportunities that reflect a visionary and innovative approach building upon the School’s position as one of the leading independent Catholic elementary schools in the country.
- Establish new leadership development initiatives for the Board of Trustees, Faculty and Administration, Alumni and Parents of Alumni.



## ELEMENT 3: STUDENTS

Mayfield Junior School students are connected to their local, global and spiritual communities. Through the Holy Child philosophy, they become citizens who value the unique differences in other cultures, religious faiths and community struggles. They are inspired to give back to, serve, and eventually lead their communities. Their confidence in their individuality allows them to be adaptable, independent thinkers. Successful and prepared Mayfield Junior School students will be able to collaborate, create and think critically when they move on into high school. Meeting the “Wants of the Age” remains a driving principle of our school.

**GOAL:** Incorporate diverse opportunities for Mayfield Junior School students to become spiritually, socially, emotionally and physically connected with the world and educationally prepared as confident independent thinkers.

### STRATEGIES:

- Continue to prepare our students, as they mature in a global society, with the values, morals and ethics consistent with the teachings of the Catholic Church.
- Reinforce the uniqueness and value of each child by emphasizing his or her individual character and strengths while building self-esteem, confidence and a joyful spirit.
- Strive to maintain and support a student population that reflects the diverse nature of the community in which we live.
- Promote systems that contribute to a successful educational journey for each Mayfield Junior School student.



## ELEMENT 4: TEACHING AND LEARNING

Mayfield was founded on Cornelia Connelly's belief that every child is capable of learning and is deserving of an education. As a Catholic independent school associated with the Holy Child Network of Schools, we are responsible for providing an education that meets the “wants of the age” and adheres to the teachings of the Catholic faith. It is essential that we recognize and subsequently develop an innovative and balanced program.

**GOAL:** Support an effective teaching and learning environment that is aligned with the Holy Child goals and suits the needs of each student.

### STRATEGIES:

- Advance teaching effectiveness in order to better serve the students in every aspect of their education.
- Establish Mayfield Junior School as a place where innovation and collaboration are standards we value in the educational process.
- Monitor the balance of our educational program through the lens of our Mission, the contemporary needs of the students and capacity of the School.
- Clarify the significance, capacity and benefits of the student support services and clearly define the scope of the program for the entire community.





## ELEMENT 5: INSTITUTIONAL RESOURCES

As a Mayfield Junior School community, we cherish the 80 years of Holy Child education and the foundation this school has provided to many generations of students. In order to be vigilant in protecting the heritage, while supporting the growth for the students of today and generations to follow, it is critical to focus on the sustainability of all resources that contribute to our effectiveness. It is our responsibility to provide the best and most appropriate learning environment and ultimately support our institutional Mission and program. It is essential that we include in this work, but not limit it to, human assets, facilities and financial capital. Additionally, it is imperative to continually review how each of those elements influences the school.

### GOAL

Develop and implement ways to grow institutional resources in order to best serve our students and families, and enhance our Mission and traditions.

### STRATEGIES

- Strengthen the financial position of the School to address the future needs of the institution.
- Form and maintain a sustainable financial model of operation to provide the best possible program.
- Prioritize the actions necessary to enhance both the effectiveness and contributions of all active constituents.
- Create a long-range resources/facilities enhancement, growth and maintenance plan.



# About The School

## Educational Vision Statement

Guided by our Holy Child heritage, we provide a distinctive educational experience that balances tradition and innovation in an intellectually challenging and creative environment. Students discover their best selves as they question, collaborate, and connect in a joyful community.



## Philosophy

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Mayfield Junior School of the Holy Child Jesus is a Catholic, independent, coeducational K-8 day school. Founded and sponsored by the Society of the Holy Child Jesus, Mayfield implements the goals of the Holy Child Network of Schools and is distinguished by the educational philosophy of Cornelia Connelly, the Society's foundress. The Holy Child philosophy is based on trust and reverence for the dignity of every person and is shaped by the living tradition of over 150 years of international experience educating youth.

Mayfield is committed to Cornelia Connelly's belief in the development of the whole child as a spiritual, intellectual, creative and athletic person. Within a rigorous academic course of study, Mayfield students are challenged to reach their individual potential based on their abilities, talents and learning styles in order to meet the needs and wants of our time. Mayfield faculty and staff nurture each student's growth through dynamic, active learning opportunities in an environment that fosters respectful interactions, excellence, and meaningful reflection.

In concert with their families, students develop an understanding of the Catholic faith and participate in its traditions. Building on the diversity of our own community, an understanding of the greater world is woven into each child's life at Mayfield. As our students mature, they learn to make choices that contribute to the lives of others while enriching their own lives. The students are united into a community of faith-in-action, reaching beyond themselves with a sense of responsibility to serve others and to protect the dignity and sacredness of life.

Mayfield Junior School cherishes a spirit of warmth and love that invites the students, parents, faculty and staff from the past, present, and future into what is a proud and evolving tradition, the Mayfield Family, a tangible expression of God's love for one another.





# LEARNING Elevated: The Campaign for the Whole Child

## Phase 1 Projects of a 10-Year Capital Campaign

At Mayfield Junior School we are committed to advancing our mission and faith-based values to nurture the Whole Child — every student’s mind, body and spirit — a commitment we were founded on and have succeeded at for nearly 100 years.

*LEARNING elevated: The Campaign for the Whole Child* is a daring and expansive campus-wide plan to enlarge and elevate Mayfield Junior’s teaching and learning resources through six major capital projects in two phases. Our shared success will expand the scope of our program and the impact of our mission by creating a state-of-the-art school campus to serve today’s students and generations to come.

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## 1 Phase 1 — Featured Projects

- a** A New Center for Teaching and Learning
- b** A New Mayfield Mustangs Playing Field and Parking Complex
- c** A New Morning Prayer and Community Gathering Space

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## 2 Phase 2 — Featured Projects

- d** The Elementary School Building / Reimagined and Renewed
- e** The Middle School Building / Reimagined and Renewed
- f** A New Welcome Center and Campus Entrance





# 1

## PHASE 1

# The Center for Teaching and Learning

\$15-\$18 MILLION PROJECT INVESTMENT



### **A NEW BUILDING/THREE LEVELS**

The New Center will span 23,000 square feet over three-levels, doubling the innovative teaching and learning space currently offered by the Pike Center and Hodgins Library.

### **MEDIA/BROADCAST LAB**

Over 1,110 square feet of technology-rich lab space will support computer coding, gaming, audio/video production and broadcast capabilities.

### **TWO MAKER'S SPACES**

With two new maker spaces/design labs available, our STEAM and robotics programs will expand, serving both class-based and independent student projects.

### **SCHOOL LIBRARY**

Spanning nearly 5,000 square feet, our new library will have dedicated space for elementary and middle school students, and include an open-concept Living Room, Reading Cave, Quiet Study Spaces and a Workroom and will also have space for our generous collection of books for our students to explore.

### **MULTIPLE OPEN LEARNING SPACES**

The New Center will add flexible and open, formal and informal learning spaces for students and teachers to discover and explore.

### **MULTIPLE SCIENCE LABORATORIES**

In the quest to ask and answer the most engaging questions in science, the New Center will provide two new lab spaces for lower school students.

### **A FOOD SERVICE HUB**

The New Center will provide an attractive food service hub for students and the entire community in the heart of the campus.

### **MULTIPLE STUDENT STUDY SPACES**

The New Center will offer new and expanded open spaces for independent and informal reading, research and study.

### **A SPACE FOR EXTENDED CARE PROGRAM**

New, attractive and expanded space for our Extended Care Program will be part of the project.

### **A SPACE FOR STUDENT SERVICES**

Our plans also elevate the importance of our counseling and academic support programs — improving their prominence and providing ease of access to our counseling staff for students, teachers and families.



# 1

## PHASE 1

# A New Mustangs Playing Field and New Parking Complex

\$4-\$5 MILLION PROJECT INVESTMENT

### MAYFIELD MUSTANGS PLAYING FIELD

A new, attractive, 35,000+ square foot field will dramatically improve the facilities for our athletics program, elevate sports training, and increase recreational student offerings. Additionally, a new, level playing field will allow students to train for and excel at league play on campus.

### IMPROVED OUTDOOR RECREATION SPACE

In addition to the new field, our plans include a new sports court and playground. The expansion of our outdoor recreation space will support both organized and spontaneous opportunities for students and teachers to play and exercise outdoors during and after school.

### EXPANDED PARKING COMPLEX

The need for expanded parking is decades old. This plan allows for the expansion of subterranean parking by 90+ spaces. An expanded South Garage allows us to plan for the future development of the North Parking Lot for student use and green space.



# 1

PHASE 1

## A New Morning Prayer and Community Gathering Space

\$1-\$2 MILLION PROJECT INVESTMENT



“The completion of these campus enhancements will ensure we are preparing Mayfield Junior students to grow and develop, prepared for admission into and success at the best upper schools in Los Angeles.”

— JOE SCIUTO, *Head of School*

### A NEW MORNING PRAYER AND COMMUNITY GATHERING SPACE

Our faith-based community is our strength, and we work each day to build it. Our intimate size allows us to see, know and care for each member of our school. In fact, as we meet for Morning Prayer, we are focused on nurturing and inspiring every student in our shared time together. The importance we place on this ritual, the time and space we give it, is unique and quite profound. To honor and celebrate this work, we will build a larger and well-equipped, all-community space adjacent to The Center for Teaching and Learning.



# Background & Opportunities

These are exciting times at Mayfield Junior School. The school is about to embark on a ten-year, multiphase capital campaign to both develop new buildings and spaces, as well as reimagine existing ones. The goals of phase one are outlined in this document, and quiet fundraising is well underway. By early next year, the school hopes to be in the throes of a public philanthropic endeavor and then later put the first shovel in the ground.

The director of finance will play an integral role in helping to coordinate the financial complexities of this project. At the same time, the director will find seasoned and experienced leadership team partners to ensure overall campaign success. The head of school is in his third year and came to the school after having led another Southern California independent school for eight years prior. The director of advancement is in her sixth year at Mayfield and has worked with the board to carefully lay the groundwork for this massive undertaking. The school has not had a capital campaign in over two decades, so the board and leadership team have spent a great deal of time to ensure institutional capacity and build community support.

The director of finance oversees three major areas: the business office, HR, and extended programs. Two full-time staff business office members report to the director. One serves as the controller, and the other oversees AP/AR. In addition, a former Mayfield business office coordinator helps out with payroll as a part-time remote contractor. HR is led by a manager, who is in her third year at Mayfield. Although currently a one-person department, HR will likely add a second role, HR coordinator, in the coming year. Finally, a full-time director runs the extended programs department, which includes summer school and after care.

This small but mighty team is highly efficient, motivated, dedicated, and respected. Members work well together and share both a passion for customer service and an attention to details. The staff continue to be excited to grow and learn new skills from the current director of finance, who has been at the school for 23 years and will be retiring at the end of June. The next director of finance



will inherit a dynamic, superb team that works well with academic and operational departments alike. Meanwhile, other non-financial units, such as IT and facilities, report directly to the head of school, who sees high value in having operational directors of mission-critical, school-wide departments serve on the leadership team.

Financially, the school is in excellent shape. Enrollment and annual giving are robust, and tuition collection is at 100%. The school leverages best-in-class industry partners, including First Republic Bank, Liebert Cassidy Whitmore, Bolton, Morgan Stanley, New Pinnacle, and more. Leaders of various departments and divisions actively manage expenses to stay within budgets. At the same time, the current director of finance has taken a yes-first approach to finding resources for unexpected needs and projects that invariably come up midyear. Finally, over the last several years the leadership team worked to get salaries into the 50-75th quartile among peer schools, which it accomplished one year early. Now that the school has salaries properly benchmarked, a logical next step could be to look at the overall process for establishing, managing, and increasing compensation.

Although the current director of finance will be relocating back east shortly after her retirement on June 30, she will be available to the school via a consultancy arrangement throughout the next school year. Thus, the next director will still have the benefit of a graceful transition and careful handoff. But with so much excitement building around the capital campaign, there is much to plan as project financing and long-term loans begin to get put into place. As such, Mayfield is eager to have its next director of finance begin prior to the start of the next school year. When that school year begins, the director of finance will have the opportunity to regularly look out the office window into a lovely courtyard where joyful primary school students play and learn at this caring, K-8, Catholic school in Pasadena.

# Key Statistics

## FOUNDED

1931

## LOCATION

5-acre campus located in beautiful Pasadena, California

## STUDENTS

**515** students in grades K through 8

Students come to Mayfield from **38** zip codes and a wide variety of schools and daycare programs.

**46%** of Mayfield students identify as students of color, including African American, Asian American, Latino American, Middle Eastern American, multiracial American, and Native American.

## TUITION

Grades K-4: \$26,765  
Grades 5-8: \$27,150

## FINANCIAL AID

In the 2021-2022 school year, Mayfield is providing financial assistance to 24 percent of our students, with awards that range from 8 to 98 percent of tuition, totaling approximately \$1.5M

## RELEVANT ASSOCIATIONS

California Association of Independent Schools (CAIS); Council for Advancement and Support of Education (CASE); Council for Spiritual and Ethical Education (CSEE); Holy Child Network of Schools; Independent School Alliance for Minority Affairs; National Association of Independent Schools (NAIS); Independent School Management (ISM); California Association of Independent School Business Officers Association (Cal-ISBOA)

## FACULTY AND STAFF

99 full-time and part-time faculty and staff; approximately 60% of teaching faculty hold an advanced degree; 45% employees of color; average faculty tenure 10 years

## STUDENT FACULTY RATIO

**8:1**

## OPERATING BUDGET

Over **\$14M**

## ENDOWMENT

Over **\$20M**

## ACCREDITATION

California Association of Independent Schools (CAIS); Holy Child Network of Schools (SHCJ); Western Association of Schools and Colleges (WASC)

## RETENTION RATE

**95%** Average over the last five years

## ACCEPTANCE RATE

**61%** Average between 2016 and 2020

## ADMISSION YIELD

**65%** Average over the last five years

Website

[www.mayfieldjs.org](http://www.mayfieldjs.org)



# Specific Duties

The director of finance is responsible for the school's financial planning and risk management. This involves general oversight of the finance and HR offices, as well as extended programs, which includes summer programs. The director safeguards the resources of the school and oversees the design and implementation of critical policies and procedures.

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## Strategic direction and financial oversight

- Report to the head of school, participate as a collaborative member of the leadership team, and serve as a trusted advisor to the head, leadership team, and board of trustees.
- Provide strategic direction for appropriate and maximum use of financial resources to achieve the school's strategic priorities and maintain long-term health of the institution.
- Build multi-year models for operational and capital budgets, and in partnership with the head of school and board of trustees realign existing resources when necessary.
- Develop key performance indicators to measure achievement of established goals.
- Serve as lead liaison for the Finance and Audit Committees and provide effective communication, presentations, and updates to the full board of trustees.
- Work collaboratively with the Treasurer and other members of the Finance Committee on major areas of fiduciary importance, including: large-scale lending, construction financing, insurance, and endowment.
- Publicly represent the school in a positive and proactive way, collaborating with other school administrators, neighbors, and public officials.

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## Compliance, risk management and reporting

- Oversee internal controls, cash management, banking relationships, and asset management, and maintain accurate and timely continuous records on the financial position of the school.
- Ensure that the school is in compliance with all local and state reporting requirements.
- Oversee and ensure the successful completion of the annual independent audit.
- Monitor and mitigate risk through a comprehensive risk management program.
- Provide transparent financial reporting and planning to build trust among administrators, faculty, staff, students, alumni, parents, and trustees.

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## General leadership and administration

- Supervise the business office team, which currently comprises two staff members.
- Supervise the HR manager and the director of extended programs, the latter of whom oversees both after school and summer programs.
- Direct the financial aid process in conjunction with the financial aid committee.
- Assist with special school related projects as requested, and perform other duties as assigned.



# Mayfield is looking for candidates who can demonstrate...

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## Professional qualifications:

- Possession of a bachelor's degree from an accredited college or university in business administration, finance, accounting, or a related field, which is a minimum requirement; an advanced degree preferred
- 5+ years of experience as a business manager, preferably in an educational or nonprofit setting
- Previous supervisory and governance experience, preferably in an educational or nonprofit setting
- A comprehensive skill set for oversight of financial reporting, budgets, investments, accounting, HR, contracts, risk management, and auxiliary programs

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## Leadership and personal qualities:

- A smart and confident decision maker who operates with integrity, collaborates with sincerity, counsels with affability, and teaches with humility
- A listener who analyzes complex situations and helps to build consensus
- A willingness to both fully understand the inner workings of a school that is constantly innovating, and lead a business office in support of that culture
- An open mind that asks questions, learns from others, and brings a, "Let's see how we can do it" approach to problem solving
- An ability to create organizational systems and apply project management skills in support of institutional-wide change within a complex academic environment
- Authentic empathy, warmth, and collegiality, and an ability to spread these qualities across an entire staff
- An ability to work under pressure, plan personal workload effectively and delegate
- An available and responsive department head to internal and external constituents
- Savvy communication and dynamic presentation skills—both written and oral
- A collaborative, cooperative, and growth-oriented mindset
- A love of education, and a willingness to support innovative teaching and learning at a K-8, independent Catholic school

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## Working environment:

- Occasionally lift up to 30 pounds.
- Generally works in standard office conditions and climate.
- Works in an environment dealing with a wide variety of challenges and deadlines.
- May work at a desk and computer for extended periods of time.
- May work evenings and weekends.



# How to Apply

12M Recruiting is acting on behalf of Mayfield Junior School to identify exceptional financial leaders to fill this extraordinary opportunity. Please direct any inquiries to:

## GABRIEL LUCAS

Principal, 12M Recruiting  
[jobs@12MRecruiting.com](mailto:jobs@12MRecruiting.com)

## Applications will be considered through June 8, 2022

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All applications must be submitted online:  
[www.12MRecruiting.com/jobs/mayfield](http://www.12MRecruiting.com/jobs/mayfield).

An application requires submitting four PDFs:

- Cover letter introducing yourself to the Mayfield search committee
- CV or résumé
- A list of four references (include each person's name, organization, title, phone number, email, and connection to you — though we will not contact any references without obtaining your permission first)
- A response to the following prompt:

*As you saw in this document, Mayfield is about to embark on an ambitious ten-year capital campaign. As the director of finance, how would you imagine yourself playing an integral role to ensure that campaign is successful?*



Mayfield Junior School is an equal opportunity employer. All applicants will be considered for employment without attention to race, color, religion, sex, sexual orientation, gender identity, national origin, veteran, or disability status.

