



The Cathedral
Church of **Saint John**
the **Divine**

Chief Financial Officer

Leadership Opportunity
Spring 2012

The Cathedral Church of Saint John the Divine



Carney, Sandoe  Associates

800-225-7986 ▼ www.carneysandoe.com

New York, New York
www.stjohndivine.org

THE POSITION

The Cathedral Church of Saint John the Divine, located in New York City and the largest Gothic cathedral in the world, seeks a Chief Financial Officer as part of a restructuring of the Cathedral's administrative team. The home of the Episcopal Diocese of New York and the seat of its Bishop, the Cathedral is a multifaceted institution engaged simultaneously as a place of worship, a school, a world-renowned conservator of textiles, a social services/advocacy agency and soup kitchen, a public education and tourism center, and a significant player in the culture of New York City.

Passionately committed to being a place where people experience the immense possibility of the human spirit, the Cathedral actively embraces different voices, gathering the crucial conversations of every generation under one roof. The Cathedral is dedicated to discourse and advocacy, inviting everyone to "enter the Conversation."

Martin Luther King entered the conversation in 1956, when he preached at the Cathedral. Archbishop Desmond Tutu, Nelson Mandela and His Holiness the Dalai Lama have also spoken at the Cathedral. Václav Havel was honored there. Leonard Bernstein, the Paul Winter Consort, Wynton Marsalis, Judy Collins, Philippe Petit and Big Bird (on the occasion of Jim Henson's memorial service), have all performed in the Cathedral. As the Honorable David N. Dinkins, Mayor of New York City from 1990 to 1993, said, "This is the Cathedral of our common humanity."



Ten years ago, the Cathedral's financial well-being was in disarray. The horrors of 9/11 were quickly followed in December 2001 by a devastating fire in the Cathedral. A sophisticated seven-year, \$50 million restoration project culminated with the rededication of the Cathedral in 2008. The pressures felt by all institutions by the 2008 financial downturn were felt equally by the Cathedral. In the late '90s, however, the Cathedral embarked on a strategy to lease two parcels of real estate on the edges of the campus to developers. The first of these

The Mission

The Cathedral Church of St. John the Divine is the mother church of the Episcopal Diocese of New York and the Seat of its Bishop. In the spirit of Christ, it is chartered as a house of prayer for all people and a unifying center of intellectual light and leadership. The Cathedral serves the many diverse people of our City, Nation and World through an array of liturgical, cultural and civic events; pastoral, educational and community outreach activities; and the preservation of the great architectural and historic site that is its legacy. Our theology supports the values of community, hospitality, witness and stewardship which undergird this mission.



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parcels, the so-called Southeast site, has been turned into rental apartments by the national real estate developer, AvalonBay Communities, Inc. This project was completed in 2010. Neighboring Columbia University held an option on the other parcel, the North site, which they subsequently dropped. The Cathedral continues to look for a developer for the North site. With the leasing of the Southeast site, the Cathedral achieved a degree of financial stability; the development of the North site would further stabilize the Cathedral's financial position and bring the institution that much closer to financial sustainability.

The Cathedral is poised, after a decade of undeniable hardships, to recapture its allure as one of New York City's most compelling institutions. With Dean James Kowalski's leadership, vision and guidance, it is an exciting time to become affiliated with the Cathedral of Saint John the Divine.



As a five-year-old from Morningside Heights said about the Cathedral in 2008, "I think this is where God lives."

THE DEAN



Under the management reorganization, the Chief Financial Officer will be one of five top reports to the Dean of the Cathedral, the Very Reverend Dr. James A. Kowalski. The Dean served for nine years as rector of one of the largest Episcopal parishes in the United States before his election as ninth dean of the Cathedral Church in November of 2001.

Dean Kowalski grew up as an active member of the Episcopal Church in his native Willimantic, Connecticut. He attended Trinity College in Hartford, where he earned his BA with honors in English and was elected to Phi Beta Kappa. After a one-year Rockefeller Trial Year Fellowship at Episcopal Divinity School in Cambridge, Massachusetts, he enrolled briefly in New York University School of Law, returning to Episcopal Divinity School in 1976 and graduating in 1978 with a Master of Divinity degree. He was ordained that year.

He served as Curate of Trinity Church in Newtown, Connecticut, and then as Rector of Hartford's Church of the Good Shepherd, a dying inner city parish that he transformed during an eleven-year tenure. While at Good Shepherd, Kowalski earned a Doctor of Ministry degree from Hartford Seminary; served as a Fellow in the American Leadership Forum in 1991; and was Program Director of Connecticut Boys' State from 1979 through 1992.



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In 1993 Kowalski accepted a call to serve as Rector of St. Luke's Parish in Darien, one of the largest Episcopal parishes in the U.S. He was a Henry Crown Fellow at the Aspen Institute and served as Canon Scholar at Hartford's Christ Church Cathedral. In 2002 the Dean was awarded an honorary Doctor of Divinity degree by Berkeley Divinity School at Yale.

THE SCHOOL

The Cathedral School is a coeducational Kindergarten - Grade 8 school for 291 children of all faiths, 40 percent of whom receive financial aid. Founded in 1901 as a boarding and choir school, The Cathedral School became a day school in 1964 and coeducational in 1974. The school offers a challenging, well-rounded curriculum in a diverse and spiritually rich environment. The School provides the Choristers (girls and boys) for the Cathedral Choir. Marsha K. Nelson was hired as Head of School in 2003.



The School's finances are reported as part of the Cathedral's audited financial statements, and the Chief Financial Officer will be expected to work closely with the School's Director of Finance and Operations.

Events & Programs at the Cathedral

The Cathedral of Saint John the Divine has a well-earned reputation as a cultural venue of some note, continuing the conversation through music, performance, poetry and art, among many genres. A sampling this fall and early winter includes organ concerts by the Cathedral's own Director of Cathedral Music, Kent Tritle

(<http://www.stjohndivine.org/KTOrgan.html>), the annual winter solstice concert presented by the Paul Winter Consort

(<http://www.stjohndivine.org/Solstice11.html>), the induction of writer James Baldwin into the American Poets' Corner

(<http://www.stjohndivine.org/enterthecathedral/james-arthur-baldwin.html>) and the largest art exhibit ever to appear at the Cathedral, The Value of Water: Sustaining a Green Planet, currently on display through March 25, 2012

(<http://www.stjohndivine.org/VOW.html>).

ADULTS AND CHILDREN IN TRUST (ACT)

Founded in 1971, the Adults and Children in Trust (ACT) program provides a safe haven where toddlers to teens from many faiths, cultures and economic backgrounds gather to learn, play and grow, as they participate in a broad range of programs among highly-trained and caring adults.

ACT consistently provides children and their families with high quality services that sustain, support and enhance their ability to thrive in diverse communities. ACT offers year-round, affordable, reliable, non-sectarian and socially enriching educational programs and special events for families in and around the Cathedral.

CATHEDRAL COMMUNITY CARES (CCC)

Cathedral Community Cares' (CCC) mission is to combat and alleviate poverty through



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preventive poverty services, education and advocacy- specifically targeting the issues of health and hunger. CCC tackles these problems on multiple fronts by addressing the immediate and beyond-emergency needs of the underserved, while seeking long-term policy solutions that will benefit both clients and the greater community. As a part of "the living Cathedral," CCC operates, coordinates and expands its direct service programs and advocacy campaigns based on the ever-unfolding, diverse needs of the community, while fostering self-sufficiency and cultivating social justice through outreach and education.

The Cathedral by the Numbers

Date of first construction: 1892
Number of employees: 136*
Operating budget: \$18 million*
Endowment: \$24.2 million*
Campus acreage: 11.5 acres
Buildings: 7
Square footage: 378,000

** includes School*

LAND USE INITIATIVE

The Trustees' 1997 comprehensive look at the Cathedral's 11.5-acre campus identified almost \$20 million in necessary repairs to the buildings and grounds and other initiatives that would make the campus and world-renowned institution more welcoming. The study also identified two underutilized sites on the perimeter – one on the southeast corner of the campus, the other north of the Cathedral – where new buildings might be located.

The Trustees decided to pursue leasing for development these two perimeter parcels. The Cathedral worked with the New York City Landmarks Commission to establish design guidelines for any new buildings that would be built. The

Cathedral also committed to earmarking revenue to fund deferred maintenance and upkeep of the Cathedral and six ancillary buildings on the Close. The real estate project is not only part of a strategy to preserve the buildings and grounds, but also an initiative to sustain and improve the religious, educational, cultural, social and civic programs that the Cathedral sponsors. Thus, a significant portion of real estate revenue is and will be earmarked to support the mission and the long-term care and preservation of the Close.

In September 2006, the Cathedral entered into a 99-year lease with AvalonBay Communities, Inc., a real estate investment trust, to build and manage an 18-story 296-unit residential rental property on the Southeast site that has 80% market rate units and 20% affordable units. The building, on the corner of Morningside Drive and Cathedral Parkway (110th Street) and called Avalon Morningside Park, features a mix of studio, one-, two-, and three- bedroom apartments.



Columbia University held an option to develop the North site until the financial crisis caused them to withdraw from the project. The Cathedral is actively seeking a new developer for the site



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along 113th Street, between Amsterdam Avenue and Morningside Drive.

TEXTILE CONSERVATION LAB

The Laboratory is a world-class institution that conserves tapestries, needlepoint, upholstery, costumes and other textiles. Under the direction of conservator Marlene Eidelheit, the Textile Conservation Laboratory maintains the highest of conservation standards. America's leading museums have become regular clientele of the Laboratory, as have private collectors of ancient to modern textiles. Countless pieces have been recovered from states of disrepair to be enjoyed for centuries to come.

Two tapestry collections from the 17th century are displayed in the nave of the Cathedral. The Life of Christ from the Barberini looms of Italy were woven for the nephew of Pope Urban VIII and were made in Italy when most tapestries were woven in northern Europe. The Acts of the Apostles are based on cartoons by Raphael and were woven in a workshop in England in the late 1600's. The eight pictorial tapestries are based on the original 16th-century set woven for Pope Leo X to adorn the walls of the Sistine Chapel.



THE CHIEF FINANCIAL OFFICER

The new Chief Financial Officer will be a key senior administrator within the Office of the Dean. Other direct reports to the Dean will include the Head of Cathedral School, the Chief Administrative Officer, the Director of Development and the Vice President of Public Programs & External Relations. The successful candidate's first priority will be to fully grasp the scope of activities that take place on the Cathedral campus and come to understand both the big picture and the complexities inherent in the operation of the Cathedral.

Taking charge of the budgeting process collegially is another priority. This emphasis pertains to both operating and capital budgets, and extends to assisting with budgeting for individual programming as well. Finally, the new Chief Financial Officer will need to become intimate with the fiscal details of both the Cathedral School and the Real Estate initiative.

CORE RESPONSIBILITIES:

- Oversee CSJD Fiscal Office (staff of three)
- Build a strong relationship with the Cathedral School's Fiscal Office
- Review and establish, where necessary, internal control safeguards



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- Provide oversight of the General Ledger (operating and capital budgets)
 - Cash flow management
 - Monthly Financials/P & L Reports
 - Quarterly consolidated reports (CSJD & School)
 - Analytics/Forecasting
- Report on the investment of the endowment and other assets
- Maintain financial systems (Financial Edge; Raiser's Edge)
- Manage lease obligations (Land Use initiative)
- Monitor and manage loan covenants (Land Use initiative)
- Serve as liaison for all banking and investment accounts
- Oversee the annual budget process (operating and capital budgets)
- Assist in the audit process
- Serve as primary staff to the Finance and Audit committees of the Board of Trustees
- Serve as additional staff to the Executive, Program & Strategic Planning and Fabric (buildings and grounds) committees of the Board of Trustees

DESIRED EXPERIENCE AND CHARACTERISTICS

- Service-minded individual who is drawn to, and embraces, the mission of the Cathedral
- Extraordinarily competent accountant, CPA preferred
- Non-profit experience a plus
- Collaborative, even-tempered team player
- Sees big picture, understands complex processes
- Also detail-oriented, analytical, hands-on
- Self-confident individual who can speak candidly to the Dean and to Board members
- Enthusiastic, curious and energetic
- Sets high standards and motivates staff
- Driven by equity, fairness, common good
- Sets an energetic work pace
- Proficiency in Excel and Word required; Powerpoint desirable



Compensation package will be competitive and commensurate with experience.



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TO APPLY

Submit electronically and as separate documents the following materials:

- Cover letter expressing interest in the Cathedral position
- Current résumé
- List of 5 references with name, phone number, and email address of each to:

John G. Clark
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The Cathedral of Saint John the Divine is an Equal Opportunity Employer



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