



TO: Board of Directors

FROM: Search Committee

DATE: March 23, 2020

RE: President/CEO Candidate Materials

The Search Committee recommends Mary Anne Schmitt-Carey for the Partnership's President/CEO for consideration by the Board of Directors. Attached, please find the President/CEO fit framework criteria and a copy of the job description as well as Mary Anne's resume and a selection of references.

Mary Anne is a versatile executive with public policy, legislative, non-profit, philanthropic, and research experience all related to issues in education, as well as youth and community development. She lives in Connecticut. In 2018, Mary Anne stepped down (after more than 12 years of service) as CEO of Say Yes to Education, a non-profit that galvanizes cities around the goals of every public school student not only graduating high school – but doing so with the support to attain, afford, and complete a postsecondary education. She has spent the past year as a Senior Fellow at the Woodrow Wilson Foundation.

Mary Anne is a proven fundraiser and has fluency with public-private partnerships that can scale and sustain programs needed to enable communities to work together to confront poverty and inequality and advance positive outcomes for young people. Mary Anne is poised and articulate. She has considerable gravitas and is a compelling strategic thinker.

As CEO of Say Yes to Education, Mary Anne led the non-profit organization's growth from serving 750 students during its first 18 years to serving 250,000 students by the end of her tenure in 2018. As CEO, she led a 28-person national staff and over 190 local staff. She managed a \$20 million national budget plus \$625 million in local funding for students across the country.

Prior to her experience leading Say Yes to Education, Mary Anne spent 10 years in successively senior positions with New American Schools (NAS), which bears significant relevancy to the Partnership for Connecticut because NAS, with the support of both private and public partners, invested more than \$130 million in the best research-designed ideas to help turn around over 4,000 low-performing schools across the country. Additionally, Mary Anne played a leadership role in the development and passage of the Comprehensive School Reform Development Program, which built demand for NAS-developed models and provided about \$1 billion in funding over a nine-year period of time.

Prior to NAS, Mary Anne also spent about 10 years working in policy roles at the federal and state levels in capacities related to various campaigns and as a consultant with a national communications firm. She served in a leadership capacity during the 1992-93 Presidential Transition and worked for U.S. Secretary of Education, Richard Riley, initially as speechwriter and then as the Senior Director for the Goals 2000 Community Project, a support network for local communities engaged in improving education.

President/CEO Fit Framework Criteria

Executive Skills (Operational)

- Has personally led a successful start-up, and/or demonstrates a clear entrepreneurial mindset and approach to building/growing businesses
- Exceptional strategic and business planning skills
- Proven track record hiring top-notch talent; mentoring and retaining them; building effective and cohesive teams with clear goals, deliverables and accountabilities
- Managed an operating budget of \$50 million or more
- Metrics and outcomes-driven
- Experience with/track record of working closely with heavily invested Boards of Directors
- Worked effectively with senior level state, federal and regulatory government officials
- Fluency with CT public education policy and CT issues related to economics and social justice preferred

Executive Skills (Leadership)

- Decisive and collaborative
- Superb communicator – written and verbal
- A roll-up-the sleeves manager with low ego
- Has built consensus among complex and diverse stakeholders
- Persuasive and able to devise commonalities and creative solutions in spite of sometimes conflicting stakeholders
- Considerable gravitas
- Superb relationship builder/networker

Social Impact

- Experience and fluency with social impact institutions
- Heart for disengaged, disconnected youth and their families/communities

Fundraising

- Has personally closed multiple seven figures in fundraising, and/or has successfully raised money in a complex solicitation context

President/CEO Position Description

This is an extraordinary opportunity for an exceptional leader to shape the future of Connecticut's underserved youth and communities and to set an example for other states to follow.

The President/CEO will work with the Partnership's Board of Directors, the State of Connecticut, community stakeholders, youth leaders, and other experts to achieve positive, long-term engagement, education and career outcomes for high school-aged youth and communities across Connecticut. She or he will develop the strategic and business plans for the organization as well as lead the day-to-day management oversight for all operations.

The right candidate will lead with integrity, inspire respect, and possess the drive and essential capabilities to realize the transformative results envisioned by the Partnership.

POSITION LOCATION:

Office location TBD within CT; possibly Hartford or New Haven, with significant in-state travel

REPORTS TO:

Board of Directors, The Partnership for CT

CORE RESPONSIBILITIES:

Design and advance the Partnership's strategy and execution:

- Develop and implement the strategic plan as approved by the Board of Directors;
- Direct the preparation and administration of the annual budget;
- Define the parameters of the programming and portfolio of activities followed by establishing a process for attracting, vetting, supporting, and evaluating them in a manner that supports maximum impact and sustainability;
- Set measurable impact objectives and KPIs for performance against goals and systematically track and report on progress and outcomes;
- Lead the organization's efforts to constantly learn, adapt, and innovate.

Develop and lead the Partnership's stakeholder engagement strategy:

- Convene community stakeholders to ensure all voices are heard and involved, leading to meaningful programming and outcomes;
- Establish partnerships and relationships with other non-profit organizations, businesses and the education community in the service of collaborative programming and youth engagement and opportunities;
- Represent the Partnership professionally and oversee its communications strategy;
- Partner with the Board of Directors and key stakeholders in securing funds, corporate investment, ongoing political support, and community-based support for the Partnership.

Build and oversee the Partnership's founding staff and operations:

- Shape an excellent culture;
- Establish and manage an operating budget;
- Establish best-practice backend processes for operations, IT infrastructure, financial reporting and human resource management; oversee these internal operations, ensuring that the organization operates efficiently and with the proper reporting and controls;
- Design the organization from a human capital perspective within the context of the strategic plan;
- Hire, mentor and retain a best-in-class staff.

RELEVANT EXPERIENCE & SKILLS

The ideal candidate will possess the following professional qualifications:

- Full P&L responsibility for a successful for-profit or non-profit organization;
- A successful track record in building a start-up initiative from its inception;
- Prior experience leading an organization that is dependent upon the collaborative engagement of multiple community stakeholders to achieve its goals;
- Track record of successful fundraising from corporate and individual donors;
- Deep, nuanced understanding of community-driven enterprise development and/or the needs of youth who are disengaged or disconnected from high school, including a strong network of professional contacts within these fields with knowledge of Connecticut public policy as it relates to public education and workforce development considered a plus;
- Experience in building adaptive coalitions and developing and leading strategic partnerships;
- Demonstrated skills in effectively and persuasively presenting complex ideas in public forums;
- Experience in navigating complex environments and conversations with the cultural competency to work across diverse populations and the ability to build productive relationships with multiple stakeholders (e.g. community leaders, local and state policymakers, educators, entrepreneurs, business leaders, and philanthropists);
- Bachelor's degree required and advanced degree in a relevant field strongly preferred.

The ideal candidate will possess the following values, attributes, and skills:

- Integrity, honesty, and strong ethical orientation;
- Exceptional intellect, emotional intelligence, creativity, judgment, and sense of humor;
- Gravitas and the ability to represent the mission and vision of an organization with the ability to galvanize and motivate others to engage in its success;
- Ability to lead through influence and with great humility;
- Adaptability and the ability to thrive in a rapidly evolving and entrepreneurial organization;
- Demonstrated understanding of racial equity and inclusion, and a commitment to closing opportunity gaps for youth and under-resourced communities;
- Ability to manage multiple projects, prioritize, and deliver high-quality work in a fast-paced environment where excellence is expected;
- Excellent written and verbal communication skills, including presentation skills;
- Self-starter with a commitment to continuous learning and improvement.

Mary Anne Schmitt-Carey

EXPERIENCE

2018-Present **Senior Fellow**
Woodrow Wilson Foundation, Princeton, NJ

Appointed by CEO, Arthur Levine, in recognition of education expertise established throughout career, from the U.S. Department of Education to New American Schools, to Say Yes to Education.

2006-2018 **Chief Executive Officer/President**
Say Yes to Education, Inc., New York, NY

Architect of Say Yes' citywide turnaround strategy; grew organization from serving 750 students during first 18 years to serving 250,000+ students in 2019.

- Drove development and implementation of public policy strategy at local, state, and federal levels aligned with a “cradle to career” methodology to postsecondary readiness and completion, including creation and execution of innovative cross-sector approach.
- Developed strategy to scale and sustain, via braided government and private funding, comprehensive, evidence-based academic, social-emotional, and health programs within public school sites, as well as community engagement approach to build local ownership of and commitment to social, racial, and economic justice.
- Conceptualized and built unprecedented *Compact* of higher education institutions (“Say Yes Higher Education Compact”); enables eligible urban students to attend over 100 quality campuses (including all Ivy League schools) tuition free, with developing set of effective retention supports.
- Led 28-person national staff and 192+ person local staff; managed \$20 million national budget and aligned and leveraged allocation of additional \$2500/student in partner cities, including Syracuse and Buffalo, NY, and Cleveland, OH. Led and managed national development program with diversified funding strategies including traditional philanthropy, investment income and earned revenue via consulting.
- Respected national expert and advocate for policy and community-based approaches that increase educational equity and postsecondary access and success for minorities and youth growing up in conditions of concentrated poverty.

2005-2006 **Vice President for Public Policy and External Relations**
American Institutes for Research (AIR), Washington, DC

- Following successful merger of New American Schools and AIR, developed and led implementation of comprehensive public policy and

communications (“external relations”) program for national non-profit research and technical assistance institution. Leveraged \$200+ million in annual education, health, and work force productivity research to support policy development and effective evidenced-based practice.

- Served as officer of corporation and chief spokesperson and public advocate, while continuing to serve as President/CEO of New American Schools.

2000-2006

President and CEO
New American Schools, Alexandria, VA

- Provided overall leadership to business-led nonprofit organization that shaped and drove the United States’ comprehensive school improvement movement.
- Managed transition from grants-based organization to fee-based professional services firm, serving client base that included state departments of education, school districts, charter authorizers, foundations, and education service providers.
- Developed and shepherded passage of landmark legislation, the *Comprehensive School Reform Demonstration Program*, which resulted in \$1+ billion in investments in use of evidence-based programs and consulting services, and creation of first-of-its-kind education consumer report organization, the *Comprehensive School Reform Quality Center (CSRQ)*.
- Conceptualized and facilitated successful merger with American Institutes for Research (AIR), establishing platform for development of K-12 consulting practice that bridged research, policy, and practice and supported student achievement at national scale.
- Raised \$30+ million and recruited/managed dynamic staff of educators, business leaders, policy makers during tenure as CEO (prior to merger with AIR).

1997-00

Chief Operating Officer
Vice President
New American Schools, Arlington, VA

- Managed day-to-day fiscal and programmatic operations of New American Schools (NAS).
- Lead public policy advocate and strategist; focused on NAS’ transition from pilot district partnerships to national educational program focused on introduction and use of research-based programs within more autonomous public school and school system settings.
- Led development and implementation of investment and management consulting program resulting in diverse portfolio of sustainable, fee-based education consulting organizations (“design teams”).

- 1995-97 ***Director, Communications and Public Policy***
New American Schools, Arlington, VA
- Orchestrated transition from *New American Schools Development Corporation* (NASDC) to *New American Schools* (NAS), focusing primarily on development and effective implementation of integrated communications, marketing, public engagement, and public policy strategy within partner city locations and nationally.
- 1993-95 ***Director, Goals 2000 Community Project***
U.S. Department of Education, Washington, DC
- Member of Secretary Richard W. Riley’s transition and permanent team at U.S. Department of Education.
 - Speechwriter for Secretary Riley during first year of administration.
 - Created and managed support network for local communities seeking to improve education utilizing Goals 2000 framework.
 - Executive producer of nationally broadcast monthly satellite television program developed in partnership with U.S. Chamber of Commerce and Walmart.
- 1988-93 ***Staff Director, Education & Labor Task Force***
Presidential Transition, Washington, DC
- Deputy to Chair, Gore Campaign***
Democratic National Committee, Washington, DC
- Director, Office of CEO***
Democratic National Convention, New York, NY
- Public Relations Consultant, Podesta Associates***
Podesta Associates, Washington, DC
- Press Secretary, Baron Hill for U.S. Senate***
Baron Hill Campaign, Indianapolis, IN
- Assistant to Chair, Friends of Ron Brown***
Ron Brown Campaign, Washington, DC
- Served in number of senior positions within national and state political operations and as consultant with national communications and lobbying firm.
 - Consultant for National Education Association, Casey Foundation, and American Association of University Women (AAUW).

1987-88 **Deputy Director, National Advance Staff
Dukakis-Bentsen Committee, Boston, MA**

- Primary coordinator for 300-person advance operation; responsible for overall management of logistical operations and execution of 3-5 daily events.

ARTICLES AND APPEARANCES (selective):

- Keynote speaker at Lycoming College's 169th commencement ceremony; received honorary Doctor of Laws degree, May 13, 2017.
- Schmitt-Carey, M. & Cross, C. (2017, January 13). Is this the way the government can help more students to succeed? [Opinion]. *The Hechinger Report*.
- Schmitt-Carey, M. (2016, December 12). Mary Anne Schmitt-Carey explained public- private partnerships, including those that provide college and other postsecondary scholarships, the comprehensive supports that enable students to seize those opportunities, and lessons learned from her experience. (L. Green, Interviewer with FoxNews.com). <http://video.foxnews.com/v/5244826406001/?#sp=show-clips>.
- Schmitt-Carey, M. (2016, March 8). College for the Poor. [Letter to the editor]. *The New York Times*.
- Schmitt-Carey, M. (2016, January 13). Mary Anne Schmitt-Carey keynote address at historic City Club of Cleveland <https://www.youtube.com/watch?v=b5PZj8y2mdU>.

MEMBERSHIP

- *Say Yes to Education, Inc.* Board Member (2007 – 2018)
- *Say Yes Syracuse* Scholarship Board Member (2008 – 2018)
- *Say Yes Buffalo* Scholarship Board Member (2012 – 2018)
- Governor Andrew Cuomo's *New NY Education Reform Commission* Member (2012 – 2013)

EDUCATION

The Wharton School, University of Pennsylvania. *Master of Business Administration.*
London School of Economics and Political Science. *One-year General Course of Study.*
State University of New York (SUNY) Albany. *Bachelor of Arts/ Magna Cum Laude.*

Exhibit 5