



Chief Financial Officer  
New Visions for Public Schools  
New York, New York

## THE SEARCH

[New Visions for Public Schools](#) invites applications and nominations for the Chief Financial Officer. For over three decades, New Visions for Public Schools has played a central role in improving the quality of New York City public schools and removing barriers to the success of low-income students and students of color. They provide educators with the tools, resources, and supports to build and continuously improve strong and responsive systems—through investments in curriculum, technology, student planning tools, and innovative college and career preparatory programs. The work of New Visions for Public Schools spans five core areas, which consist of [curriculum](#), instructional programs that include [citywide initiatives](#), [professional learning programs](#), and [additional services](#), [postsecondary pathways](#), [Portal by New Visions](#), and the [Affinity School Improvement Network](#).

Reporting directly to the President and serving as a member of the Senior Management Team, the CFO sets the organization's financial direction, builds the models New Visions plans against, and serves as the senior finance voice with their Board, auditors, and funders. How New Visions is funded has changed over time. Alongside New York City Department of Education contracts and philanthropy, New Visions now builds technology that a broad range of other public and nonprofit organizations rely on and provides professional development to clients within and outside New York City. Those revenue streams arrive on different cycles and carry different costs, which makes planning more complex. The CFO builds the picture that lets them plan well: forecasting revenue across all three streams, projecting the costs that come with growth in each, and testing how it holds together over a multi-year horizon.

The CFO's core responsibilities are multi-year planning and forecasting, financial strategy, government contract and grant oversight, and leadership of a six-person Finance Unit. Day-to-day accounting operations, including the monthly close and audit preparation, are owned by an experienced Associate Director of Accounting who reports to this role

The ideal candidate will be an experienced leader with an MBA, CPA, or comparable credential and 8+ years of progressive financial leadership experience—including senior responsibility within a nonprofit or government-funded organization management—with a track record of leading financial strategy for organizations of comparable scale and complexity. New Visions operates on a \$37mm annual budget with 155 staff. They must be proficient in long-term financial planning, forecasting, and the building of multi-

year financial models; experienced in NYC/NY State government contracts, including budgeting, billing, compliance, and audit preparation (strongly preferred); have proven audit oversight; strong management, interpersonal, and communication skills; experience assessing and improving financial systems and data infrastructure to promote data fluence and automation; the ability to prioritize and multitask; meet deadlines; and explain financial concepts to non-financial stakeholders are required.

New Visions for Public Schools has retained the services of Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations should be directed in confidence to the search firm, as indicated at the end of this document.

## NEW VISIONS FOR PUBLIC SCHOOLS

For over three decades, New Visions for Public Schools has played a central role in improving the quality of New York City public schools and removing barriers to the success of low-income students and students of color. New Visions provides educators with the tools, resources, and supports to build and continuously improve strong and responsive systems—through investments in curriculum, technology, student planning tools, and innovative college and career preparatory programs.

New Visions for Public Schools believes:

- In the power of public schools
- Addressing the challenges schools face means paying attention to how schools actually work
- Improvement happens through consistent action over long periods of time – not through quick fixes
- Explicit attention to building strong organizational systems is key to sustain school improvement
- People working in schools need professional, high-quality tools and resources to effectively do their jobs
- In being data-informed, but human-centered

New Visions for Public Schools was founded in 1989 as the “Fund for New York City” by Richard I. Beattie and Beth Lief with a mission to secure private support for innovative NYC public school programs. From 1993 to 1998, it led efforts to convert large high schools into small, student-focused learning environments, designing and launching 40 new schools. As part of the New Century High Schools Initiative (2001–2008), New Visions opened 99 innovative small schools in partnership with the Bloomberg Administration. In 2006, New Visions became a Partnership Support Organization (renamed Affinity in 2013), serving as a lead partner to a network of secondary schools. In 2009, it launched Urban Teacher Residency programs with Hunter and Queens Colleges, certifying over 350 teachers through a clinical model (2009–2021) who outperformed their peers in retention rates and outcomes for their students. Beginning in 2010, New Visions opened eight charter high schools (managing ten until their 2023 transition to independent management). In 2013, the organization began co-designing high school curriculum and launched Cloudlab, a suite of Google Apps for Education add-on extensions that have been installed by over 50 million users and provides educators and school leaders with free and flexible tools

to promote the redesign of teaching. In 2017, Portal, a student planning and school management tool was launched and expanded to all high schools by 2019 and to all K–12 public schools by 2021 based on its success. Between 2021 and 2023, New Visions launched Career Academies, an innovative hands-on five-week career exposure program for rising 11th graders with corporate partners Lazard, Centerview, Evercore, and Silver Lake, and Navigate, which has brought the “commitment to excellent instruction in every classroom” to districts in eight states, through comprehensive learning packages for school districts and individual schools. As of today, New Visions supports 71 partner district high schools across all five boroughs of New York City.

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For more information about New Visions for Public Schools, please visit: <https://www.newvisions.org/>.

## Impact of work

The impact of New Visions for Public Schools' work is expansive, and its initiatives have created lasting, transformative change in a number of ways.

New Visions' data tools have supported successful efforts to reduce chronic absenteeism, boost credit accumulation, and improve graduation outcomes in NYC's Community and Renewal Schools. Even after their most intensive coaching support ended for NYC's lowest-performing high schools, those that adopted the tools continued to make dramatic improvements in graduation outcomes. New Visions led one of the nation's most impactful urban education reforms—the creation of small, themed schools that replaced struggling large high schools in NYC—fostering stronger student-teacher connections and more personalized approaches. From 1993 to 1998, New Visions launched 40 schools and, as a lead partner in the New Century High School Initiative, opened an additional 99 public high schools; rigorous evaluations show these efforts nearly halved the graduation gap between white students and students of color in NYC.

The innovative teacher and leadership programs created a pipeline of skilled, diverse educators and improved retention and student outcomes across high-need NYC schools. Between 2009 and 2021, over 355 teacher candidates completed Urban Teacher Residency programs and entered district schools, providing pipelines in high-need areas like STEM and Special Education and improving retention—after three years only 15% of UTR-trained teachers had left the classroom, compared with 34% of all new NYC high school teachers. Beginning in 2011, New Visions opened eight charter high schools and managed two others serving highest-need students; over thirteen years, it built one of the largest and most high-performing charter high school networks in NYC, served as a laboratory for district programs such as adolescent literacy, and transitioned these mature schools to independent management in 2024.

New Visions served nearly 400 schools with its Science Professional Learning series during the 2024–2025 academic year; in 2025–2026, 456 NYC schools selected New Visions Science as their Core Curriculum and

175 schools across five NYC districts received support to implement high-quality math curriculum through NYC Solves. In postsecondary pathways, 623 students in New Visions Career Academy earned over \$550,000 in stipends and reported growth in basic financial literacy skills related to paychecks, personal banking, and financial decision making, while New Visions distributed over \$1.2 million in scholarships to partner-school students. More than 170 schools and organizations participated in College/Career Access and Action Networking (CAAN). The Portal reached over 1,500 schools, and more than 200 shelters supporting over 60,000 students living in shelters accessed it. Student outcomes included 81% of 2023 college enrollees persisting to year two, 73% of the Class of 2024 enrolling in college, and a 90% on-time graduation rate for New Visions Affinity Schools in 2025.

## ROLE OF THE CHIEF FINANCIAL OFFICER

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## CORE DUTIES AND RESPONSIBILITIES

### Strategy and Leadership

- Build multi-year financial models incorporating revenue diversification, scenario analysis, and cost structures across multiple programs.
- Develop financial models that support earned-revenue initiatives, product lines, and program expansions, including pricing for shared infrastructure maintained on behalf of partner institutions.
- Analyze funding trends and identify opportunities to optimize the organization's revenue mix across city contracts, philanthropy, and earned income.

- Partner with program and development leaders to translate program design into scalable, fundable business and financial models, and hold those assumptions to genuine scrutiny, drawing on external advisors where specialized expertise is warranted.
- Serve as the internal leader on resource allocation, directing budget to effectively support the organization's operations, programs, and infrastructure.
- Ensure the long-term financial stability and proper use of the organization's assets through sound fiscal management.
- Lead, coach, and develop the Finance team, building professional capacity, accountability, and organizational alignment.
- Assess and improve financial systems and data infrastructure to promote data fluency and automation, and to strengthen decision-making across the organization.
- Establish and maintain strong relationships with key constituents, including budget offices at city agencies and other clients.

#### **Budget and Financial Management**

- Lead the annual budget process and midyear forecast for all New Visions programs.
- Own indirect cost methodology and allocation across departments, and build the financial fluency of department leaders so they understand their own unit economics.
- Oversee the annual operating budget, manage effectively within it, and report accurately on progress made and challenges encountered.
- Drive the financial oversight and relational strategy necessary for navigating intricate and, at times, delayed payments on government contracts, ensuring compliance, minimizing risk, and securing timely revenue.
- Provide analysis of complex situations, prepare formal presentations, and present to senior management, the Board of Directors, and the Audit Committee on the overall financial health of the organization.
- Manage the administration of New Visions' grant programs, including application, award, and monitoring functions, and work with the Development Unit to prepare budgets for funding applications.

- On a monthly basis, provide accurate and timely financials, reports, and analysis that support the operations and business plans of NVPS programs.

### **Accounting Oversight**

- Provide leadership and guidance to the accounting team, which is led day to day by the Associate Director of Accounting.
- Oversee annual audits, regulatory, compliance, and tax filings.
- Oversee the preparation and communication of monthly and annual financial statements.
- Ensure the integrity of internal controls and accounting procedures, and that they are documented and periodically reviewed.
- Oversee cash flow planning and ensure availability of funds when needed.

## **QUALIFICATIONS AND CHARACTERISTICS**

New Visions for Public Schools will seriously consider candidates stepping up from a deputy role. Candidates who have been the number two in a larger or more complex finance organization and are ready to lead one are encouraged to apply.

### **Education and Experience:**

- 8+ years of progressive financial leadership experience, including senior responsibility within a nonprofit or government-funded organization.
- Demonstrated experience building multi-year financial plans, forecasts, and scenario models, not only annual budgets.
- Demonstrated success leading financial strategy for an organization of comparable scale and complexity. New Visions operates on a \$37mm annual budget with 155 staff.
- Fluency with restricted funding and indirect cost rates. Experience managing NYC and NY State government contracts, including budgeting, billing, compliance, and audit preparation, strongly preferred.
- Proven track record overseeing audits.
- Experience pricing earned revenue, fee-for-service work, or licensed products in a mission-driven organization is valued.
- MBA, CPA, or comparable credential is valued; neither is required.

**Required Skill Set and Knowledge Base:**

- Ability to translate financial concepts for non-financial stakeholders, including program leads, board members, and senior leadership.
- Ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan.
- Capacity for managing and leading people in a complex and changing environment.
- Strong technical and data fluency skills, including experience managing complex implementations of financial management software.
- Strong relationship-building skills, with an ability to prioritize, negotiate, and work with a variety of internal and external stakeholders.
- Strong written and verbal communication skills.

**Supervisory Reports:**

- Associate Director of Accounting, who supervises two accounting staff
- Budget Manager

**Physical Requirements:**

- Ability to traverse an office environment to attend meetings and interact with colleagues
- Ability to operate a computer and other relevant technology, such as phones, screens, printers, and tablets
- Ability to carry up to 10 pounds (such as for a laptop and carrying case)
- *The ideal candidate must be able to complete all physical requirements of the job with or without a reasonable accommodation.*

**Disclaimer:**

*The statements herein are intended to describe the general nature and level of work being performed by the employee in this position. These statements are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of a person in this position.*

**COMPENSATION AND LOCATION**

New Visions for Public Schools offices are currently operating in a hybrid model, with staff expected to work in person several days per week. Additional details will be shared if selected for an interview. The

salary range for this position is \$200,000 minimum – \$266,000 maximum. The full salary band for this position extends beyond the hiring range, which provides additional room to support growth and recognition as individuals develop within the organization. Compensation is reviewed annually.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/new-visions-public-schools/chief-financial-officer>.

Rebecca Kennedy, Managing Partner  
David Grimes, Senior Associate  
Ryan Smillie, Managing Search Coordinator  
Isaacson, Miller

New Visions believes that our teams are most effective when they include representation from the diverse communities we serve, as their perspectives are critical to the work we do. Diversity, equity, and inclusion do not determine who gets hired—that is based on qualifications. They ensure that people who have traditionally had less access to opportunities are considered and, once chosen, feel supported and valued as part of our team.

*This document has been prepared based on the information provided by New Visions for Public Schools. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by New Visions for Public Schools would supersede any conflicting information in this document.*