



Dean of Admission and Financial Aid

Leadership Opportunity
July 2012

The Hotchkiss School



Carney, Sandoe & Associates

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• *The Search Group*

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Lakeville, CT
598 students
9-12, plus postgraduate
www.hotchkiss.org

THE POSITION

The Hotchkiss School in Lakeville, Connecticut, seeks a Dean of Admission and Financial Aid. With students from 38 states and 28 countries, Hotchkiss is fully enrolled and fosters the socioeconomic diversity of its student body through a generous financial assistance program. Admission is extremely competitive, and Hotchkiss receives eight applications for each available space. The Dean of Admission and Financial Aid reports directly to the Head of School and will oversee a staff of 18. This is an excellent opportunity in an energetic working environment, with accomplished colleagues and enthusiastic students, set in a beautiful location in the Litchfield hills. Hotchkiss is at an exciting point of exploration as a national school seeking to define its true position in a globalized world. The new Dean of Admission and Financial Aid will lead motivated and committed colleagues to embrace this challenge.

THE SCHOOL

Founded in 1891, The Hotchkiss School provides an education of outstanding quality to 598 students from a variety of backgrounds. Founded with the goal of offering a thorough and excellent education for boys, Hotchkiss has long been coeducational, grown in size and scope, and established itself as one of the premier secondary schools in the country. Today, a diverse student body studies and learns in an environment with extraordinary opportunities in an abundant, rich program. Through more than a century's experience and changing times, Hotchkiss has remained true to its essential mission as described in the Statement of Goals and Purposes.

Malcolm McKenzie has served as Hotchkiss's 12th Head of School since 2007. Born and educated in South Africa, Malcolm grew up amidst deep racial division and early on gave his energies to championing equality in society. A Rhodes Scholar, Malcolm is well-known as a leader in international education, having taught and served as a teacher and Head of School in Africa and Europe. He is passionately interested in global connections and deeply committed to environmental stewardship. Describing Hotchkiss, Malcolm noted, "We are a community, a rare thing in a fractured world. We learn to live and work and play and have fun together, and we

Statement of Goals and Purposes

The Hotchkiss School strives to develop in students a lifelong love of learning, responsible citizenship, and personal integrity. We are a community based on trust, mutual respect, and compassion, and we hold all members of the community accountable for upholding these values.

The School is committed to mastery of learning skills, development of intellectual curiosity, excellence and creativity in all disciplines, and enthusiastic participation in athletics and other school activities. We encourage our students to develop clarity of thought, confidence and facility in expressing ideas, and artistic and aesthetic sensitivity. We expect all members of the community, in and out of the classroom, to subject their views and actions to critical examination and to accept responsibility for them. We hope that our graduates will leave Hotchkiss with a commitment to service to others and to environmental stewardship, and with a greater understanding of themselves and of their responsibilities in a global society.

continue to strive to make our community ever more coherent, creative, and compassionate.”

Hotchkiss School Numbers:

Grades: 9-12, post-graduate year

Enrollment: 598

Students of color: 39%

Faculty: 154

Faculty of color: 9%

Faculty w/ Advanced Degree: 68%

Student-teacher ratio: 5:1

Operating budget: \$40M

Value of Endowment: 370M

Annual giving, last year: 4.6M

Capital giving, last year: 10.3M

Parent participation in giving: 77%

Alumni participation in giving: 37%

2011-12 boarding tuition: \$45,350

2011-12 day tuition: \$38,650

Financial Aid: \$8.2 M

Students Receiving Aid: 36%

The Hotchkiss School is accredited by the Connecticut Association of Independent Schools and the New England Association of Schools and Colleges. Hotchkiss is a member of the Council for the Advancement and Support of Education, the Cum Laude Society, the Educational Records Bureau, the National Association of Independent Schools, The Round Square Conference of Schools and the Secondary School Admission Test Board. See the comprehensive [Hotchkiss School website](#) for information about numerous Hotchkiss programs, activities and events, including academic, cocurricular and travel programs.

CAMPUS AND SETTING

Situated on a 827-acre campus in the Litchfield hills of Connecticut’s scenic and artistically alive northwest corner, The Hotchkiss School’s facilities include a 97,000-item library, a science and research building, several art, photography, and performance centers, a historic chapel, a 212,000-square-foot athletic center, and a nine-hole golf course. At the center of campus, overlooking Lake Wononscopomuc and the Litchfield

hills, sits Main Building, the academic and social center of Hotchkiss and the central gathering place for a close-knit community that lives, works, and learns together. Students eat, study, go to class, dance, watch movies, buy late-night burgers, play ping pong, read mail, and do library research in Main Building. The most recent addition to Main is the Esther Eastman Music Center, a dramatic, glass-walled addition with a 715-seat concert hall, music listening room and library, and Musical Instrument Digital Interface (MIDI) lab, plus three ensemble and 12 practice rooms.

This bucolic setting of rolling hills, green lawns and playing fields boasts the deepest freshwater lake in Connecticut and panoramic vistas of the surrounding hills. The environmentally rich location of woods, lakes, wetlands, fields, brooks, ponds, nearby caves and old-growth forest provides Hotchkiss teachers and students with an extraordinary outdoor classroom for subjects as varied as geology and human history.



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Hotchkiss is by design a medium-sized school in a large school setting—a setting located in an area designated by The Nature Conservancy as one of 200 “Last Great Places.” The Hotchkiss campus is minutes from both New York State and Massachusetts, two hours north of New York City, three hours west of Boston, and approximately an hour’s drive from Hartford, Albany, and Poughkeepsie.

THE ACADEMIC PROGRAM

Hotchkiss celebrates a rich and rigorous liberal arts education, preparing students for the finest colleges and universities in the world, while encouraging them to be enthusiastic learners throughout their lives. Interdisciplinary foundation courses in humanities and sciences lead to challenging electives in chaos theory, fractals, environmental science fieldwork, playwriting and directing, to give some examples. With 248 courses in 16 disciplines, the program offers a breadth and depth that most students will not experience until they reach college. Courses include 26 independent senior English courses beyond the AP-level, electives and independent studies in every discipline, and over 60 courses in dance, drama, music, photography and film, and studio art. See the [Curriculum home page](#) as a jumping-off point for investigating detailed course descriptions.



A global perspective is emphasized in a wide variety of disciplines, including advanced literature and language study in Chinese, French, German, Spanish, and Russian. All students are expected to achieve competence in listening, speaking, reading and writing in a second language and are encouraged to study beyond the third-year requirement. Cultural events, values, differences, and major literary works through the ages are studied in these

subjects, and an appreciation for cultural differences is stressed. International study options are available in China, France, Italy, Spain, and Vietnam, and the Funds for Global Understanding enable students to do summer projects throughout the USA and the world. Hotchkiss is also a member of [Round Square](#), an international association of almost 100 schools that stresses the importance of global educational experiences as a means of developing the whole person and offers exchanges to 17 countries.

THE HOTCHKISS SCHOOL COMMUNITY

Personal attention is a hallmark of Hotchkiss relationships, and Hotchkiss teachers are knowledgeable, dedicated and committed to excellence. Though there are nearly 600 students, the student-faculty ratio remains low at 5:1. On average, the faculty has more than 18 years of experience in the field of education. Hotchkiss gives faculty members

every opportunity to develop their skills and scholarship, notably through a generous \$150,000 budget for summer grants and research. All faculty members have degrees in their primary teaching area, and 68% hold advanced degrees. Hotchkiss teachers are role models for the practice that learning never ends, can take place in leaps and bounds as well as in small increments, and can happen in a number of settings. More than teachers, they are students' advisors, coaches, and constant sources of support. They are avid about everything from community service and fly-fishing to reading and cooking. Students and teachers come together every day in classes, the dining hall, the auditorium, all-school meetings, and in countless person-to-person exchanges. Approximately 70% of faculty members live on campus, with their families very much a part of Hotchkiss life.

A highly diverse student population includes different social, economic, national, and ethnic backgrounds. Students come from 38 states and 28 countries, and 39% of the student body are students of color. Fifteen percent of students come from countries other than the United States. Day students make up seven percent of the enrollment, and a small number of students are postgraduates.

Admission is extremely competitive and more than 6,500 people inquire about Hotchkiss every year. Of these, about 2000 will initiate and complete an application to the School, and approximately 16% of these applicants will be offered admission. Last year, 58% accepted the offer of admission. Each year Hotchkiss enrolls between 90 and 100 "preps" (or ninth grade students), 40 to 50 "lower mids" (tenth graders), 15 to 20 "upper mids" (eleventh graders), and about 15 to 20 new seniors (including postgraduate students). Girls and boys number the same. The current attrition rate is only 3%.

Approximately 36% of students receive financial assistance from an aid budget of \$8.2 million, and all financial aid is awarded on the basis of demonstrated need. The School also allocates more than \$260,000 in non-tuition aid for families who need additional assistance with other school-related expenses such as travel, book money, and health insurance. The average financial assistance award, including grants and loans, is more than \$37,000.



DEAN OF ADMISSION AND FINANCIAL AID

The Dean of Admission and Financial Aid is a senior administrator reporting directly to the Head of School and sitting on the School Leadership Team. He or she must understand and embrace the evolving mission of Hotchkiss, especially as this school seeks to cherish and preserve worthy traditions at the same time as charting new directions.

The Dean is responsible for all student recruitment, financial aid, and enrollment efforts and manages the Admission Office faculty and staff, including annual evaluations and professional development. The Dean is responsible for developing a marketing and recruitment strategy to raise the visibility, and promote the value of a Hotchkiss education, both domestically and internationally. Working closely with the Head of School, the Dean leads all aspects of marketing and manages all publications related to admissions, including the office's module on the Hotchkiss website. As part of the recruitment and enrollment of around 200 new students annually, the Dean oversees the administration of the financial aid budget in addition to the Admission Office budget (currently \$1 million); all admission processes and records; all admission events, travel, etc.; and all recruitment, matriculation and enrollment efforts, up to welcoming new families to school in September.



The overall goal for the Dean is to build on the office's strengths, provide initiative and leadership, and implement strategies to ensure that the office can meet its goals and challenges. As a senior spokesperson for Hotchkiss, the Dean of Admission and Financial Aid represents the School to all its constituents.

It is vital for the Dean to understand Hotchkiss so as to be able to market the School effectively; to be able to liaise with faculty; to be involved with and interested in students once enrolled and to be concerned about their retention; to pursue the recruitment of qualified students from every quarter, nationally and internationally; and to play a part in the daily life of the School. Hotchkiss offers a highly competitive salary and benefits package that includes housing.

RESPONSIBILITIES OF THE DEAN OF ADMISSION AND FINANCIAL AID:

- Provides leadership in admission, marketing, and recruitment and directs the process of attracting and enrolling students at the Hotchkiss School;
- Formulates an annual Admission and Enrollment Action Plan with goals and objectives;
- Sets annual admission goals as part of the above plan, in accordance with the School's mission to promote economic, geographic, racial, and ethnic diversity in the student body, based on enrollment goals set by the Head of School;
- Assists the Dean of Studies with the transition of newly enrolled students;
- Understands and informs the admissions faculty and staff about research and trends in admission that ensures that changes and challenges are anticipated,

- understood, and addressed;
- Develops and implements strategic marketing ideas;
 - Assists with strategic planning and keeps the Board fully apprised of the School's admission, financial assistance, and marketing endeavors;
 - Maintains statistical and trend data related to admission and enrollment and presents statistical and trend information to Senior Administrative Staff, Board of Trustees, and faculty;
 - Leads a staff currently numbering 18 administrative and professional colleagues;
 - Oversees all on-campus visitation programs, including interviews, tours, Open Houses and revisit days;
 - Chairs the entire application review process, and assigns reading and committee assignments to colleagues in the office and other faculty;
 - Directs the annual recruitment plan by assigning travel responsibilities and works closely with the Alumni and Development Office to coordinate travel when appropriate;
 - Oversees the volunteer network of parents, alumni, students and Hotchkiss faculty and administrators;
 - Represents the Office of Admission and Financial Aid and School at public events, on and off campus;
 - Provides training and professional development opportunities for admissions faculty and staff;
 - Participates as an active member of various school-wide administrative meetings and serves on various school committees;
 - Organizes and administers the financial assistance program;
 - Maintains and encourages relationships with feeder schools, counselors, and consultants;
 - Maintains and enhances the School's good standing in relevant professional organizations;
 - Is an integral leader for the school community and participates fully in the daily community life of the School;
 - Extends himself/herself beyond the responsibilities of a job description when the need arises and assists the Head of School with all other duties as assigned (for example, teaching or residential).

QUALIFICATIONS

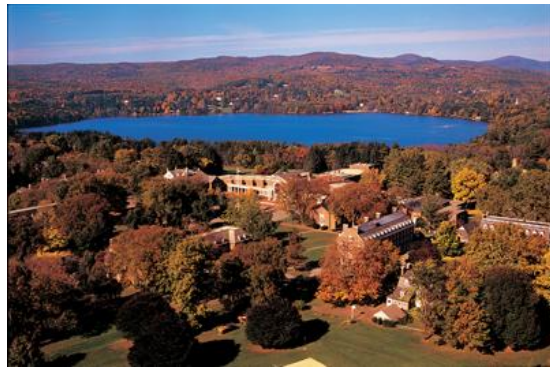
- At least five years of experience with admission and financial aid, or related work;
- Exceptional written and verbal communication skills;
- Experience with publications and marketing;
- Commitment to boarding schools.

CHARACTERISTICS

Applicants for Dean of Admission and Financial Aid will:

- Foster a sense of team spirit throughout the entire department;
- Build bridges with and solicit input from the faculty through effective communication;
- Share a contemporary and evolving vision for Hotchkiss and be able to present and realize this vision forcefully and persuasively;
- Show flexibility and be diplomatic in making changes;
- Have a global perspective;
- Show enthusiasm and capability in searching for new sources of students;
- Be concerned about the retention of students and want to develop the School's capacities in this area;
- Be independent and unbiased;
- Develop awareness of and sensitivity to the various constituencies that make up the Hotchkiss extended family.

Hotchkiss seeks candidates with experience in a range of educational settings and the ability to think globally. Additionally, the Dean of Admission and Financial Aid must be a person of the highest integrity, with a sense of fairness. He/she must have the self-confidence and courage to work with diverse and strong-willed colleagues. He/she must be a good listener with warmth and a sense of humor.

**TO APPLY**

Interested and qualified candidates should submit the following materials electronically as three separate attachments in PDF format in one email:

- *cover letter expressing interest in the Hotchkiss School position*
- *current résumé*
- *list of five references with phone number and email address of each to:*

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