



**Director of Admissions and Enrollment Management  
Harding Academy—Nashville, TN  
July 2024**

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**THE SCHOOL**

When a group of parents met in 1971 to discuss the need for a new independent school in the Nashville community, the constituents agreed that the school's purpose would be to provide a quality education to prepare its students for further study in institutions of higher learning, devoting attention to the moral, social, and physical development of all students. Faithful to this initial vision, Harding has grown into an outstanding PreK-8 school that continues to be committed to the academic and personal development of every child. The inspired faculty delivers an extensive academic curriculum steeped in the arts and athletic programs in a supportive and nurturing community. The school has expanded over the years, continually improving its facilities to ensure the best possible learning environment for its students. Today, Harding enrolls over 500 students from over 21 different zip codes. Together, the community members strive to be kind, honest, respectful, open, and inspired learners who aim to be their best selves. Faculty appreciate the collaborative spirit, autonomy, and support that help make the school a wonderful workplace. To enter the school is to be welcomed into an authentically warm and nurturing community where an evident love of learning thrives.

Harding's balanced program combines competency-based academics and an enriching supportive environment. Teachers develop far-reaching relationships with students at each level, helping build trust and rapport as students increasingly become critical, abstract thinkers. Teachers pay attention to the ethical and character development of each student, guiding them to become young people of integrity. The guidance and support provided at Harding allow students the time and space to develop and shape their interests and identities. Students are thus better prepared to select the high school that best fits them upon graduating from Harding. Parents note that Harding feels like a neighborhood school that plays a big role in the Nashville area; a school without pretense, producing self-confident doers.



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Harding's Community Code, which is introduced in prekindergarten, forms the foundation for a common language and understanding at the school. All members of the community, from the youngest students to the longest-tenured teachers, share the same expectations for behavior and good character. Teachers model good behavior, taking the time to stop and teach when educational moments occur. The atmosphere at Harding is joyful and nurturing; all students are paired with student "buddies" at

different age levels, inspiring a camaraderie that transcends grades. Moreover, each student is placed in a "House," which provides opportunities to engage in varied and intentional group activities throughout the year. Students appreciate the leadership opportunities they are afforded through the House system and otherwise, in addition to the "increasing independence the older you get." As a community, Harding collectively strives to give back through grade-level service initiatives and two all school projects each year.

Harding's beautiful nine-acre campus is situated near the quiet, residential neighborhood of Belle Meade, a short distance from downtown Nashville and proximate to Vanderbilt University. The school has improved and expanded its facilities over the decades and, today, features state-of-the-art buildings, a library of 18,000 volumes, a performing arts center, and a nearby comprehensive seven-acre athletic complex including a field house, playing fields, and a track. The addition of Kever Park – directly adjacent to the school – in 2011 provided even more outdoor space for the education and enjoyment of students and community members alike.

## SUMMARY

Harding Academy seeks to educate and inspire young people to become thoughtful, creative, lifelong learners and self-disciplined, responsible, caring citizens. Harding works to fulfill this mission in a nurturing and supportive environment. Students are encouraged discover and develop their strengths through participation across all facets of the school. Harding Academy maintains the highest academic standards with a curriculum that emphasizes critical thinking, curiosity, and effective communication skills. We provide students with a safe and encouraging atmosphere that fosters self-confidence, self-discovery, and high self-esteem. Harding offers an array of extracurricular opportunities, which is a vehicle for learning not only a sport or a craft, but for learning bigger lessons about oneself, and about life.

The Director of Admissions and Enrollment Management is charged with the development and deployment of the Strategic Enrollment Plan. Reporting to the Head of School and serving as a liaison to the Board of Trustees regarding admissions and enrollment, the Director will coordinate and lead all elements of the admission process, including recruitment and admissions, retention, data and research, information management, financial aid and net tuition revenue. The ideal candidate is someone who will garner the respect of the community while displaying the ability to think strategically.



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The Director of Admissions and Enrollment Management serves as a member of the leadership team, manages the admissions team and day-to-day operations of the Admission Office, and sets the strategic enrollment plan and direction in collaboration with the Director of Advancement and Marketing, Assistant Head of School for Finance and Operations, and the Head of School. This position is responsible for streamlining the enrollment process, ensuring accuracy of information to achieve data-driven decision-making, ensuring process flow, and creating the structure and culture necessary to provide a quality student experience as it relates to the entire matriculation process.

The Director of Admissions and Enrollment Management will also assist in leading the leadership team to build and maintain strong relationships with current and prospective students as well as parents, alumni, volunteers, feeder schools, consultants, and community organizations that will assist in attracting quality students. Partnership with the schools divisional leadership to formalize and implement retention efforts is crucial for success.



#### ENROLLMENT MANAGEMENT RESPONSIBILITIES

- Overseeing all aspects of the admissions and financial aid operations and is responsible for developing, implementing, and overseeing the execution of a multi-year and annual comprehensive enrollment plan with appropriate goals that include strategies to recruit and enroll students.
- Developing annual admissions and financial aid forecasts, predictive models and budgets; building, leading and motivating the appropriate teams to ensure that enrollment goals are met.
- Developing and implementing an integrated marketing and communication plan in partnership with the Director of Advancement and Marketing on print and electronic recruiting collateral, using research-based decisions on message and delivery mediums.
- Providing comprehensive statistical and data-informed analyses necessary to make sound policy decisions.
- Monitoring and assessing data to evaluate the effectiveness of recruitment efforts including social media, marketing and other emerging technologies that enhance yield with potential students and their families.



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- Developing and using existing and emerging technologies to communicate and build relationships with students, families, feeder schools, pre-schools and, in partnership with the Director of the Middle School, secondary school leadership.
- Planning, implementing, monitoring and evaluating the specific programs, services and functions designed to meet institutional objectives related to enrollment management to optimize net tuition revenue.
- Evaluating and improving the practices of the student enrollment experience, including timely, effective and positive engagement with students and families throughout the entirety of their experience with admissions, financial aid and registration.
- Identifying target audiences, establishing enrollment goals and developing and executing effective enrollment management plans designed to attract students.
- Work closely with the Head of School and Assistant Head of School for Finance and Operations in developing an annual and multi-year financial aid plan that meets enrollment and net tuition revenue objectives.
- Lead the Financial Aid Committee, which reviews financial aid policy and determines financial aid award packages for admitted students.

#### ADMISSIONS RESPONSIBILITIES

- Present the school to prospective students and parents, which includes
  - systematic and efficient handling of applications and communication with candidates and their parents;
  - scheduling and conducting school tours, shadow days, and/or interviews with candidates and their parents;
  - arrangements for admission testing for grades PreK - 8, arrangements for ISEE testing for current 8th grade students,
  - securing of necessary applicant credentials,
  - preparing all applicants files for admission committee review, and
  - communicating final decisions to the appropriate individuals.
- Lead the admission committee consisting of the Head of School, Division Directors and Admissions Associate
- In partnership with the appropriate Division Director, design new student orientation programs to ensure a smooth transition to the school for students, parents, and grade level teachers.

#### OTHER RESPONSIBILITIES

- Projects as assigned by the Head of School
- To serve on the following committees and/or teams:
  - Leadership Team: as a member of the senior administration, to share responsibility for long-range planning, implementation of school goals, and evaluation of current policies and procedures.
  - Calendar Committee



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## **QUALIFICATIONS AND COMPETENCIES**

- Highly efficient and effective communicator who is a results-oriented individual with strong business acumen, and knowledge of best practices and current trends in the enrollment field.
- Leadership experience with current best practices in enrollment management, admissions, financial aid and registration.
- Experience with current and emerging technology (hardware and software solutions) related to recruitment, admissions and financial aid, including expertise with enrollment management systems and web-based recruitment efforts.
- Experience with process-improvement initiatives and leadership in change-management environments.
- Ability to collaborate and communicate with senior leadership on the integration of admissions and school-wide strategic goals.
- Leadership experience in recruiting and supporting a culture of inclusion and diversity.
- Knowledge of national and state issues related to independent school education policies and practices that influence enrollment management.
- The successful candidate will have the ability to balance focusing on operational effectiveness with visionary and strategic thinking.
- The ideal candidate also will demonstrate excellent communication skills, outstanding integrity, and the ability to collaborate effectively with internal and external constituents.
- Experience with data analytics.
- Manage student information systems, budget oversight and financial aid.

## **EDUCATION AND EXPERIENCE**

- Bachelor's degree required (Advanced degree preferred)
- Demonstrated leadership experience in education strategic enrollment management, including developing and implementing data-driven programs, budgetary and personnel responsibilities, enrollment management planning, contract management and program development.

While performing the duties of this job, the employee is regularly required to speak; hear; stand; walk; sit; use hands to finger, handle, grasp or feel; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch, or crawl; and taste or smell. The employee must occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus. Reasonable accommodations may be available to allow the employee to perform the essential functions of the job.

## **LOCATION**

Nashville and Metropolitan Davidson County are superb areas in which to settle, thrive, and remain for a lifetime as Tennesseans know and those moving in from around the country are discovering. The city's welcoming environment inspires people to make Nashville home long



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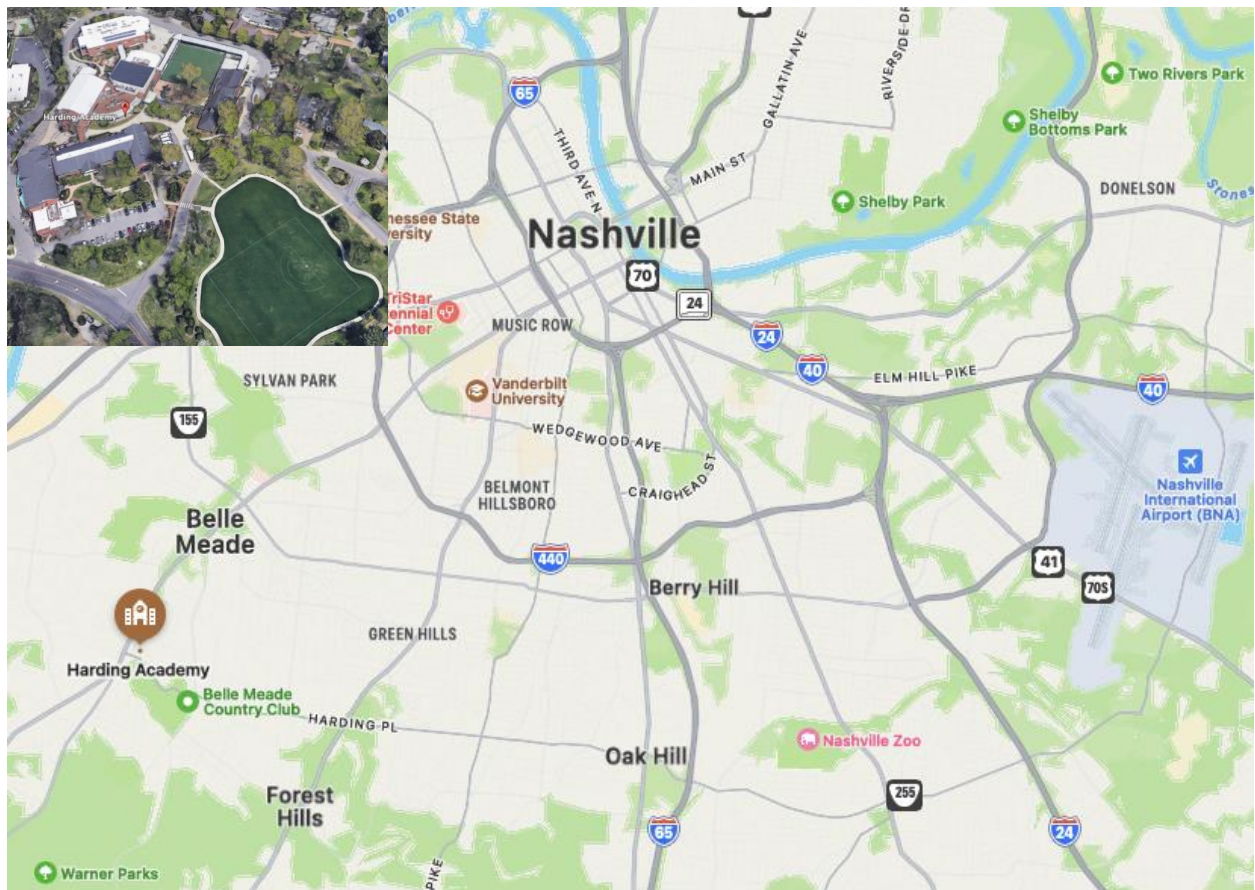
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term. Over the last decade, Tennessee's capital city has grown rapidly, with Fortune magazine naming Nashville one of the 15 best U.S. cities for work and family.

## TO APPLY

Please send resume/CV, letter of intent, list of five references with contact information (references will not be contacted until the candidate is notified), and statement of philosophy of education and leadership to Ben Bolte ([bbolte@carneysandoe.com](mailto:bbolte@carneysandoe.com)). **Please do not contact the school directly.**



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