

DIRECTOR OF ENROLLMENT MANAGEMENT SEARCH

HEAD-ROYCE SCHOOL

Oakland, California

headroyce.org

Start Date: July 2026



HEAD-ROYCE SCHOOL



**Carney
Sandoe**
& ASSOCIATES



THE BAKER GROUP



Mission Statement

Head-Royce School develops students of character, intellect, and creativity.

Vision

We envision a future where education unlocks the promise and purpose of every student to better the world.

At a Glance



Established
1887



Enrollment
924



Total professional community
193



Student-teacher ratio
8:1



Students of color
70%



Tuition assistance plus remission
\$8.4M



Faculty with advanced degrees
64%



Campus size
22 acres

Lower School enrollment: 246
Middle School enrollment: 261
Upper School enrollment: 417
Faculty of color: 52%

Students receiving aid: 27%
Endowment: \$23 million
Annual operating budget: \$45 million
Athletic teams and extracurricular activities: 100



Overview

Founded in 1887, Head-Royce is an independent, all gender, college-preparatory K-12 school in Oakland, California. As a 138-year-old institution—and the third oldest independent school in California—Head-Royce is steeped in tradition, but progressive in its approach to teaching and learning.

Our mission is to develop students of character, intellect, and creativity. Guided by these three tenets, the school is committed to a program of excellence that fosters both the intellectual and personal development of every student.

The next Director of Enrollment Management at Head-Royce will lead one of the nation's premiere programs. The school is seeking a demonstrated leader in the field, with deep experience in building communities through enrollment management practices. In collaboration with a dynamic and committed Head of School with her own strong background in admission, the next Director will form meaningful relationships with families, collaborate with division heads to develop a robust enrollment management strategy, and lead a team towards successful realization of goals.

About the Head of School



Appointed in 2022, Rachel E. Skiffer is the 12th *Head of School* in Head-Royce's 138-year history. Her direct reports describe her approach to mentorship as one of "joyful orientation." A dynamic and visionary leader, Rachel has a deep background both in large traditional independent schools as well as small, innovative organizations. As an executive administrator, Rachel brings direct experience in admissions, belonging and DEI work, curricular development, competency-based assessment, financial stewardship, community building and strategic planning. Rachel served as the Head of School at Khan Lab School in Mountain View and Palo Alto, *Dean of Policy and Strategic Planning* at Phillips Academy in Andover, MA, and held administrative roles at San Francisco University High School and The Latin School of Chicago.



Opportunities and Challenges

Build deep and lasting relationships with students and families. Within a competitive landscape of schools in the East Bay, communicating and demonstrating Head-Royce's commitment to academic excellence while prioritizing well-being is essential. The next Director will bring authenticity and curiosity to establishing connections with families in both the applicant and enrolled stages and will embrace the role of community-builder.

Provide visionary leadership for Enrollment Management across campus and all divisions. Through clarifying systems and partnering well across the divisions, there is an opportunity to bring the work of Enrollment Management into sharper focus. With a relatively new team, the next Director can establish a positive and cohesive culture and define clear, actionable goals.

Partner with the Head of Lower and Middle Schools to ensure strong retention into the Upper School. The transition to the upper school is a critical one in the K-12 experience, and it is the role of the Director of Enrollment Management to help facilitate communication and coordination as students move from one division to the next.

Strengthen data-informed practices and systems. With enrollment forecasting and tuition assistance modeling becoming ever more complex, the next Director of Enrollment Management will have the opportunity to bolster the school's use of data and analytics. By building team-wide capacity with databases, spreadsheets, and forecasting tools, this leader can ensure that Head-Royce is not only making sound, strategic decisions in the near term but also positioning the school for long-term sustainability and growth.

Build on the opening of the new South Campus to expand the funnel. Head-Royce opened its new eight-acre South Campus in the fall of 2025, offering an array of beautifully renovated and restored facilities with stunning views of the San Francisco Bay Area. The Lee Family STEM Center is a state-of-the-art building with 25,000 feet of classroom space, including the "Collaboratory," a digital fabrication maker lab, tool room, and robotics zone. Other new buildings include: Josiah Royce Hall—an outstanding facility for vocal performances, community gatherings, and flexible huddle spaces for collaboration; Dewey Hall—a classroom building with administrative office space; and Anna Head Hall—a future Welcome Center, where prospective families and other visitors to the community will arrive. The Welcome Center will also be the future home to the Enrollment Management, Advancement, and Marketing and Communications teams, allowing cross-functional collaboration.



Opportunity to grow the Upper School enrollment. In addition to the programmatic benefits of the new campus, the expanded campus footprint will allow Head-Royce to slowly grow enrollment, ultimately leading to an increased commitment to financial assistance for families. Partnering with the Head of Upper School to thoughtfully and strategically meet these enrollment goals will be central to their success.

Qualifications and Personal Attributes

The ideal candidate will be a seasoned and proven leader with deep experience in all aspects of enrollment, marketing, and admissions. Head-Royce strives to hire people committed to the school's mission and values. The following qualifications are sought in the ideal candidate:

- Bachelor's degree required; Master's degree preferred.
- Minimum 5 years of admission/enrollment management experience and a strong understanding of the budget drivers that impact school finances.
- Skilled manager who enjoys identifying and developing talent and has consistently created high-functioning teams and a welcoming atmosphere within the department.
- Facile with technologies that support student record management, forecasting, analytical reporting, and office operations.
- Commitment to working in and fostering an inclusive community and demonstrated high EQ in working with families of all backgrounds.
- Strategic thinker and creative problem-solver with ability to see the big picture.
- Superior communication skills both written and spoken.
- Superior interpersonal, organizational, leadership and managerial skills.
- Ability to work collaboratively with other school community members.
- Significant experience using technology including databases, spreadsheets, and surveys.
- Comfortable with the use of data to make strategic enrollment management decisions and to create effective board reports.
- Ability to manage multiple complex tasks, meet tight deadlines and changing demands.
- A commitment to confidentiality and good judgment on sensitive matters.
- Experience as a teacher, coach, advisor, at multiple grade levels from grades K-12 is a plus.

Learn More

Click on the links below to learn more about Head-Royce School.

[School Website](#)

[Virtual Tour](#)

[School History](#)

[School Profile](#)

[Strategic Direction](#)

[About Oakland, California](#)

[Diversity, Equity, and Inclusion](#)



To Apply

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position
- A current résumé
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

Cathy Shelburne

Consultant

cathy.shelburne@carneysandoe.com

Charlotte Brownlee

Consultant

charlotte.brownlee@carneysandoe.com

The full-time equivalent salary range for this position is \$190,000-225,000. The starting salary is based upon, but not limited to, several factors that include years of experience, education level, and expertise.