



DIRECTOR OF ENROLLMENT MANAGEMENT

Start Date: Summer 2026

Marin Primary & Middle School
Larkspur, California | mpms.org



**Carney
Sandoe**
& ASSOCIATES

MISSION STATEMENT

We inspire joyful learning, honor each child, and build connections to empower all students to make a difference.

At a Glance



1975
established



271
total enrollment



20%
students of color



67
total faculty



8:1 preschool

14:1 K-8
student-faculty ratio



OVERVIEW

For 50 years, Marin Primary & Middle School (MP&MS) has lived its mission of inspiring joyful learning, honoring each child, and building connections to empower all students to make a difference. From preschool through eighth grade, MP&MS fosters a common love of learning and respect for all stages of the journey from childhood through adolescence.

MP&MS students thrive in an environment where they are connected, curious, and courageous. Encouraged to ask questions, follow their interests, and persevere through challenges, they develop into playful innovators, confident contributors, and empowered learners.

MP&MS seeks a Director of Enrollment Management to lead a highly responsive, relationship-driven enrollment program that will deliver an exceptional admissions experience. In partnership with a deeply committed leadership team, the Director of Enrollment Management will play a central role in ensuring that enrollment and retention policies are fully aligned with the school's mission and long-term sustainability. The Director will lead a comprehensive enrollment plan, build strong community pipelines, and position the school for continued strength in a dynamic and competitive landscape.

Introducing the New Head of School

Linda Hoopes will begin her tenure as MP&MS's new Head of School on July 1, 2026. Having served the school for the past two years as Assistant Head of School and K-8 Director and as Middle School Director from 2022 to 2024, Linda has earned the respect and trust of the MP&MS community through exceptional leadership, insight, dedication, and a joyful spirit. Prior to joining MP&MS, Linda served as Director of Teaching and Learning at Blue Oak School and spent 20 years at the Head-Royce School as a classroom teacher, 6th Grade Dean, and Middle School Head. She has also completed a wide range of professional development around equity-informed leadership, inclusive teaching practices, and organizational growth.





NOTABLE PROGRAMS AND PEDAGOGY AT MP&MS:

Honoring each child: MP&MS teachers cherish each child's special gifts and create varied opportunities for students to demonstrate knowledge and understanding. Student-centered and engaging learning environments allow students to grow intellectually and emotionally while being their authentic selves.

Rich curriculum: In addition to core academic subjects, MP&MS specialist classes allow for hands-on learning, exploration, and pursuit of passions in drama, visual arts, music, and the projects lab, where students tinker, design, and build. The program includes intentional cross-curricular integration and project based learning.

Open Sky outdoor education: In an era dominated by screen time, MP&MS prioritizes connecting with the natural world. In each division, students develop wonder, joy, and a sense of adventure through regular outings in Marin County and beyond. Beginning in 3rd grade, students take overnight camping and cultural trips, and the middle school experience is bookmarked by fall and spring trips for each grade. The flourishing school garden, steps away from the classrooms, connects students to the natural world as a living learning lab.

Spanish language and cultural exchange: In addition to learning Spanish language and culture from native-speaker Spanish teachers, MP&MS students form deep connections with Colegio Williams, the sister school in Cuernavaca, Mexico through pen pals starting in 1st grade and a full student exchange trip to Mexico in 7th grade.

Learning support: The Open Minds Learning Center manifests MP&MS's commitment to honor each child. Whether providing remediation and scaffolding or offering enrichment including our newly expanded Advanced STEAM program, the Learning Center ensures every child is making progress and experiencing success.

OPPORTUNITIES AND CHALLENGES

Implement strategic enrollment outreach. As demographics in Marin County shift and parents have access to strong public and independent schools, the director will expand and diversify the school's enrollment pipeline and cultivate relationships with feeder schools and other community organizations while ensuring alignment with the school's culture and values.

Collaborate with a supportive and aligned leadership team. Linda Hoopes and the leadership team welcome thought partnership, respectful interrogation of existing programming and systems, and creative imagining of how the school can continue to evolve. They seek a leadership partner willing to hustle on behalf of MP&MS and foster enduring relationships with students' families.



Leverage a dedicated community. MP&MS teachers, students, parents, alumni, alumni parents, and trustees share a deep and enduring love for the school and are eager and willing to share MP&MS's strengths and stories. The director will bring a collaborative spirit to enrollment work and develop systems to effectively and efficiently employ the wisdom, enthusiasm, and talents of the community to communicate the school's impact.

Strengthen the bridge from preschool to kindergarten. MP&MS preschool is fully enrolled and in high demand. The director will bring renewed focus to enrolling families already familiar with the school into kindergarten and the grades beyond. The ability to compellingly distinguish the MP&MS experience from the local public school offerings will be an important component of this work.

Focus on retention. The director will work closely with faculty and leadership to understand enrolled students' experiences and ensure strong reenrollment across the divisions.

Strengthen research and data analysis. The director will research demographics and related enrollment trends and make sure changes and challenges are anticipated, understood, and addressed.

Assess and refine programming. The director will assess current programming—tours, open houses, panels—to ensure they are meeting the needs and interests of prospective students and their families and enabling MP&MS to share its strengths and opportunities effectively and compellingly.



\$1.5M

financial aid
awarded



20%

students receiving
aid



\$11.5M

annual operating
budget



8 acres

campus size

QUALIFICATIONS AND PERSONAL ATTRIBUTES



- 3-5 years of experience in admissions, enrollment, or related leadership roles, preferably in independent schools
- Dynamic and engaging public speaking and communication skills—including close listening—with the ability to “read a room” and adapt accordingly
- Genuine curiosity about the school, its programs, students’ and families’ experiences and ability to hear and share what is learned
- Highly responsive and attentive to prospective students and their families, colleagues, and community members
- Strong organizational, communication, and data-informed decision-making skills
- Commitment to the mission and values of preschool-8th grade education
- Experience with enrollment or CRM systems
- Demonstrated success in relationship-building, customer experience, and community engagement
- Collaborative leadership style with the ability to work across departments and divisions
- Cultural competency and commitment to building an inclusive school community
- Strategic thinker and creative problem-solver who understands how their work connects to and impacts the broader school community and mission
- Innovative, creative, and energetic spirit and workstyle
- A commitment to confidentiality and good judgment on sensitive matters
- Eagerness and joy in engaging with and connecting to a PS to 8th grade community
- Bachelor’s degree required; advanced degree preferred

LEARN MORE

- [School Website](#)
- [Portrait of a Graduate](#)
- [Diversity and Inclusion](#)
- [Strategic Plan](#)
- [High School and College Placements](#)
- [About Larkspur, California](#)





TO APPLY

Interested and qualified candidates are encouraged to contact the consultants at their earliest convenience. We anticipate moving the search quickly. All inquiries are confidential. 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;
- Two writing samples, such as a parent/guardian communication, newsletter, open house speech, blog, or article;
- 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:

KAREN WHITAKER

Senior Consultant

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JENNIFER WONG CHRISTENSEN

Senior Consultant

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The full-time salary range for this position is \$140,000-150,000. The starting salary is based upon, but not limited to, several factors which include years of experience, education background, and expertise.



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