



DIRECTOR OF ENROLLMENT MANAGEMENT

SUMMARY

LOCATION | San Francisco, CA

POST DATE | December 12, 2023

FINAL ROUND | February, 2024

DECISION ANNOUNCED | March, 2024

START DATE | July 1, 2024

SALARY RANGE: \$135,000 - \$150,000

REPORTS TO | Head of School

SUMMARY

Community. Diversity. Inclusion. Creativity. Arts. Humanitarianism. Social justice. Love. Step on to the campus of The San Francisco School, and it's easy to see examples everywhere showing why this school of 280 learners from age three through grade eight is so special. The school, with its adventure playground and large garden, sits in the heart of a vibrant urban neighborhood in San Francisco known as the Portola. For decades, the school has prioritized the arts, brought experiential and outdoor learning to life right on its campus, and helped everyone not only find but express their true identity. At The San Francisco School, students and staff are on a first-name basis with each other as a way of honoring the equality of each member of this very special village.

After ten years within the school's Admissions Office, the current director of enrollment management will become the head of the lower school beginning in July 2024. The San Francisco School seeks an independent school administrator for this senior leadership position to bring passion for the school's mission. The director of enrollment management will orchestrate and execute the admissions process, serve on the indexed tuition committee, manage admissions data, collaborate with division heads on retention of students and families, and work with the director of advancement and the communications and marketing manager on public relations and outreach.

CORE VALUES

At the core of The San Francisco School are the values of culture, community, diversity, and belonging. From what we teach to how we teach it, we strive to model these values and instill them in our students.

These values are natural but they do not come without the intentional effort we dedicate to every facet of the SFS experience. Whether it's through opening day ceremonies, assemblies, Family Association events, Diversity Committee or Public Purpose Committee work, or curriculum development, our school aims to embrace each student, staff, and family equally. We invite every family to participate in creating our culture and become an active member of our vibrant school community.

KEY STATISTICS

Founded: 1966

Location: 1.6-acre campus in San Francisco, CA, in the culturally and demographically diverse Portola neighborhood

Campus: 52% of the campus is dedicated to outdoor space including preschool and kindergarten play yards; Adventure Playground featuring a 50-ft slide, fruit trees, Field Station and barn; facilities include state-of-the-art theater and gym, rainwater cistern, and solar panel system

Students: 280 students in preschool through 8th grade; 64% are students of color

Admission: Average acceptance rate of 24% over the last three years; 95% retention rate

Faculty and staff: Student-to-faculty ratio of 6:1; 53% of faculty hold advanced degrees; average tenure is 11 years; 57% staff of color; more than \$140,000 spent on professional development annually

Operating budget: \$11,500,000

Financial aid: Over \$1,800,000 awarded to 28% of SFS families

Endowment: Over \$8,000,000

OUR EDUCATIONAL PHILOSOPHY



CURIOSITY

Students are natural explorers. We encourage students to ask meaningful questions and structure experiences for them to arrive at their own moments of discovery.



CHALLENGE

Students take great pleasure in progressing toward mastery. We cultivate learning by designing lessons with varied and increasing complexity.



COLLABORATION

Students grow through working with others. We model and teach teamwork, cooperation, and problem solving across grades and disciplines.



COURAGE

Students are empowered when they face their fears. We urge students to take risks and embrace their mistakes.



COMPASSION

Students are capable of astonishing kindness and empathy. We inspire students to think beyond themselves and believe that their actions make a difference.

A NEW STRATEGIC PLAN

The San Francisco School has recently undergone the introspective process for reaccreditation by the California Association of Independent Schools (CAIS). With this self-assessment and recommendations from the visiting CAIS accreditation team, families, staff, and trustees will create our next strategic plan during the 2024-25 school year.

The last plan, *The Strategic Plan 2017-2022: Fulfilling Our Humanitarian Promise*, addressed the evolving demographics of the city and a world of increasing technological advances. Initially, it served as a compass, inspiring teaching and learning, advancing diversity and belonging, and deepening our engagement with the city of San Francisco. It prepared the School well for the pandemic when support for students and staff, a major programmatic pivot, and expanded spaces were critical.

Until the next strategic plan is created, the SFS Board of Trustees has approved six bridge initiatives to guide the School in the interim. These short-term initiatives are the product of input provided by school families, staff, and trustees. Intended to be ambitious but achievable they will help advance the work focused on people, program, and place.





THE BRIDGE INITIATIVES

PEOPLE

- Strengthen systems of support for staff so that SFS is a place where staff can thrive in the long term
- Assess and sustain the school's diversity, equity, inclusion, justice, and belonging efforts in order to attract and retain a diverse community of staff and students

PROGRAM

- Effectively structure and sustain continuity in all programs from PS-8th grade so that the School has the most relevant curriculum, and teaching becomes even more interdisciplinary, collaborative, consistent, and resilient to turnover.
- Develop scope and sequence of cross-disciplinary literacies for students, staff, and families across the PS-8th grade years

PLACE

- Maximize efficiency of campus resources by optimizing footprint and identifying ways to reduce environmental impact
- Enrich engagement with the Portola so that the SFS campus and community can serve as a resource to the neighborhood



SPECIFIC DUTIES AND RESPONSIBILITIES

School Leadership

- Uphold the mission and values of the school as an individual and through the enrollment management program
- Participate in the strategic planning process and implementation of initiatives
- Lead enrollment management strategy
- Present updates to the Board of Trustees and collaborate with the board's Finance Committee on fiscal responsibility and sustainability
- Supervise and support department members in professional learning and growth
- Oversee the high school guidance program
- Participate as a member of the strategy team, and in that capacity share in the leadership of the school and in the leadership of new and emerging initiatives
- Serve on a Board committee as the administrative liaison
- Perform other related duties as required



Admissions & Retention

- Manage and conduct application, assessment, and interview processes
- Coordinate and conduct admissions events (e.g., tours, open houses, school fairs)
- Organize and coordinate the acceptance processes, with attention to collaborative involvement of faculty and administration
- Recruit, train, and supervise volunteers for events (e.g. tours and open houses)
- Collaborate with and orient faculty to admissions process and assessments
- Plan welcome activities for new families and oversee family transitions into school
- Maintain active relationships with prospective and current families
- Serve as the school liaison between prospective and new families
- Track and document enrollment and application data
- Analyze comprehensive studies regarding relevant admissions data and demographics that may impact enrollment and the admissions process
- Revise internal process and policies based on forecast data
- Communicate with local directors of admissions to share trends and data to develop strategy and best practices



Marketing and Outreach

- Develop and produce school admissions promotional materials with the communications and marketing manager
- Develop and coordinate with external programs that support enrollment, such as SMART, Basic Fund, Breakthrough, ABC, etc.
- Publicly represent The San Francisco School
- Initiate and supervise outreach and recruitment events

Student Equity & Inclusion Dashboard

- Administer student surveys and manage the dashboard
- Utilize data for Indexed Tuition allocation in accordance with the recommendations of the Access & Affordability committee

QUALIFICATIONS

- Bachelor's degree in teaching or educational administration.
- A minimum of five years of relevant educational experience in an independent school
- Excellent verbal and written communications skills
- Demonstrated leadership and facilitative skills
- All prospective employees must be able to clear a background check and TB screening.

OPPORTUNITIES AND LOOKING AHEAD

- Continue to integrate the role of enrollment management in student retention efforts in collaboration with the division heads
- Process and share results from student experience and inclusion data with the community
- Conduct market research in surrounding areas for potential new family outreach
- Use data to maximize efforts and adjust recruitment strategy as needed
- Work with the Board of Trustees to conduct long-range financial planning based on projections for enrollment
- Be an integral member of the strategic planning process
- Continue to support the diversity and mission of the school through recruiting and indexed tuition program





HOW TO APPLY

Please find more about the School and career opportunities at www.sfschool.org/careers. Interested candidates should email the following to jobs@sfschool.org

- Cover letter introducing yourself to The San Francisco School search committee
- CV or résumé
- A list of four references (include each person's name, organization, title, phone number, email, and connection to you—though we will not contact any references without obtaining your permission first)
- Leadership statement that addresses the following prompt: How would you lead change at a school with 1) a well-established set of core values, 2) a deep sense of community, identity, and mission, and 3) a bold strategic plan?



SCAN to access
www.sfschool.org/careers

ACCREDITATIONS AND ASSOCIATIONS

California Association of Independent Schools (CAIS)

National Association of Independent Schools (NAIS)

California Teacher Development Collaborative (CATDC)

People of Color in Independent Schools (POCIS)

National Business Officers Association (NBOA)

California Independent Schools Business Officers Association (Cal-ISBOA)

Council for Advancement and Support of Education (CASE)



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