

Position Announcement

Director of Enrollment Management

Friends School of Baltimore

Baltimore, Maryland

friendsbalt.org

Start Date: July 2025



Friends School
BALTIMORE • 1784

Overview

Simplicity. Peace. Integrity. Community. Equality. Stewardship. These Quaker values and a rich academic program that honors the journey of learning are the hallmarks of Friends School of Baltimore. Serving 800 students in grades PK-12, Friends, the oldest school in Baltimore, graduates empathetic, competent, curious seekers who use their voices and talents in service to others. Friends' community members feel challenged and supported to become their best selves in a welcoming, diverse, inclusive, and respectful environment that encourages growth and sees "that of God" in every person.

Friends seeks a Director of Enrollment Management (DEM) to begin Summer 2025. The DEM will report to the Head of School, serve on the Administrative Council (leadership team), and lead a collaborative, hard-working, and mission-aligned team of five that includes a Senior Associate Director of Admission and Financial Aid, an Associate Director of Admission, two Admission Associates, and an Admission Office Manager.



At a Glance

Established: 1784

Enrollment: 800

Students of color: 43%

Total faculty: 80

Faculty of color: 26%

Faculty with advanced degrees: 40%

Average class size: 14

Financial aid budget: \$9M

Students receiving aid: 69%

Endowment: \$45M

Annual operating budget: \$23M

Campus size: 34.5 acres

Named Baltimore's Best Private School
by Baltimore's Child Magazine: 2017-
2021; Best Private School by The
Daily Record in 2022; Baltimore Style
Magazine Readers' Choice Best Pre
school 2023

Learn More

Click on the links below to learn more about Friends School of Baltimore.

[School Website](#)

[Quaker Education](#)

[Strategic Direction](#)

[Diversity, Equity, and Inclusion](#)

[School Profile](#)

[Signature Programs](#)

[Summary of Benefits](#)

[About Baltimore](#)

Key Priorities, Opportunities, and Challenges

The next Director of Enrollment Management (DEM) will be:

Aligned with Quaker Values

The Friends School of Baltimore community lives the Quaker values of simplicity, peace, integrity, community, equality, and stewardship, and the DEM will center these values while bringing mission-aligned families to the school. The impact of these values is evident in the school's longstanding commitment to a rigorous academic program and to diversity of all kinds with a belief in fostering the personal growth of each individual. While many schools struggle with trying to be all things to all potential constituents, Friends' core values provide a clear touchstone to guide enrollment management.

A Student of the Baltimore Market

Baltimore families have many choices in the independent school market, and long-standing narratives tend to influence their choices. The DEM will think innovatively about how to reframe old narratives, to leverage the School's rich history, and to inject new energy and creativity into stories about Friends while remaining true to the values of the school.

An Innovative and Strategic Thinker

The DEM will approach the work with curiosity, an appetite for gathering and analyzing data, and a willingness to interrogate existing systems, assess their effectiveness, and push for innovation. The DEM has the opportunity to partner closely with and learn from a Head of School with deep enrollment management experience. From developing and executing a ground game in the competitive Baltimore market to stewarding systems, analysis, and care of the pipeline, inquiry and applicant pools, and yield processes, all aspects of enrollment management are open to refinement and reimagining.



Mission

Friends School of Baltimore is a Quaker school that exists to foster in young people the skills, knowledge, and habits of mind needed to partner with their communities and to be courageous change-makers in the world. We believe education is a journey, a continual seeking after truth that relies on both inward reflection and outward connection with others, especially across lines of difference. At Friends, learning is grounded in relationships and deepened by application to the world beyond our campus. Our School is guided by the testimonies of simplicity, peace, integrity, community, equality, and stewardship, and our core belief that there is that of God in each person, and we understand these testimonies and this belief to be a call to justice. We value diversity, pursue equity, and strive to be an actively inclusive institution that works against systemic oppression, within a campus community where each individual can live out their full identities. We seek in all ways to exemplify the ideals of the Religious Society of Friends.

About the Head of School

Christian Donovan was appointed Friends School of Baltimore's 13th Head of School in 2022. Before coming to Friends, Christian served Head-Royce School (Oakland, CA) as Assistant Head of School and Director of Strategic Research for 1.5 years, Director of Enrollment Management and Strategic Research for three years, and Director of Admissions and Financial Aid for four years. Prior to his time at Head-Royce, he served as Director of Admissions and Enrollment Management at his alma mater, George School, a Quaker school in Newton, PA, and in college counseling and admission roles at the Athenian School.

Qualifications and Personal Attributes

The most competitive candidates will offer the following:

- Significant admission/enrollment experience in independent schools or higher education with responsibility in growing and developing markets.

A Strong Manager and Leadership Developer

The DEM will motivate and support a strong and dedicated team to coalesce around a compelling vision for enrollment management. Mission-driven and talented, the current team would appreciate more opportunities for professional growth and cross-training to extend their areas of expertise and their potential as future leaders. Of note are the warm partnerships and relationships the team has built across the school to engage all members of the Friends community in supporting enrollment and retention.

A Collaborator on the Leadership Team

Head of School Christian Donovan and his leadership team welcome thought partnership, respectful interrogation of existing systems, and creative imagining of how the school can continue to evolve. While humility is valued in a Quaker institution, the team possesses a healthy institutional pride and will appreciate a partner willing to hustle on behalf of Friends. The DEM also has the opportunity to share important information gathered in the admission processes with colleagues to ensure students' successful transitions to Friends and to foster relationships with students' families.

A Partner Across Externally Facing Departments

Healthy collaboration already exists among Enrollment, Marketing & Communication, and Advancement, all of which have deep benches of talent and a strong understanding of the history of the community. The DEM will work with these leaders to ensure the sharing and leveraging of in-formation that supports positive engagement of Friend's families, from their first inquiry through alumni engagement.



Qualifications and Personal Attributes Continued

- Knowledge of, experience with, and the ability to research and adopt changes in best practices in strategic enrollment management, financial aid, and communications and marketing.
- An outgoing, genuine ability to connect with people from diverse backgrounds; an enthusiastic and thoughtful approach to bringing people closer to an organization and helping them see themselves as integral parts of the community.
- Leadership and workstyle informed by curiosity and willingness to learn; genuine commitment to the Quaker ideal of "continuing revelation."
- Excellent communication skills across a range of community stakeholders—particularly strong and empathetic listening ability, dynamic and engaging speaking skills, and clear and compelling writing style.
- A relational leader with a roll-up-one's-sleeves and willingness to jump in ethos, ability to coach, build teams, and cultivate and foster trust among colleagues as well as a strong manager and communicator with experience leading diverse teams.
- A transparent and collaborative leader who can convey information and thinking in an inspiring and understandable fashion and who welcomes feedback.
- A nuanced understanding of competitive markets and how well-calibrated messaging to a diverse audience of stakeholders can positively influence outcomes.
- A clear understanding of and experience with the execution of a strategic enrollment management program.
- A proven track record and commitment to striving for inclusivity.
- A deep understanding of human development, demonstrated by knowledge of child development PreK-12, a growth mindset, and belief in the capacity of humans to be life-long learners.
- Bachelor's degree required, advanced degree preferred.

To Apply

Friends School of Baltimore has retained Carney, Sandoe & Associates / The Baker Group to assist in the recruitment of the Director of Enrollment Management. 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 and thorough résumé of no more than four pages;
- Two writing samples, such as a parent/guardian communication, newsletter, open house speech, blog, or article;
- Contact information for five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

Jennifer Wong Christensen
Senior Consultant, Carney, Sandoe & Associates

jennifer.christensen@carneysandoe.com

Karen Whitaker
Senior Consultant, Carney, Sandoe & Associates

karen.whitaker@carneysandoe.com

We would appreciate expression of interest and receipt of application materials prior to January 31, 2025

The full-time equivalent salary range for this position is \$130,000-150,000. The starting salary is based upon, but not limited to, several factors that include years of experience, education level, and expertise.

