

## Position Announcement

### Assistant Head of School for Strategic Enrollment

Oregon Episcopal School

Portland, Oregon

oes.edu

Start Date: July 2025



### Overview

Founded in 1869, Oregon Episcopal School (OES) educates and celebrates 875 students in grades PK-12. With a deep commitment to empowering students to be curious, compassionate and inquisitive learners, OES is known for its deep sense of community, its passion for innovation, and its ability to empower students to be leaders both in and out of the classroom. As an Episcopal school that enrolls students of all faiths and identities, OES is guided by the values of equity and inclusion, and those values serve as the cornerstone of discovery and growth for all community members.

The OES faculty and administrators are gifted educators and leaders who put the students at the center of life at the school. "It's really empowering to be an OES student," commented a current senior. Whether it be in the classroom, on the field, in community service or in one of the many different affinity clubs and activities of the school, students at OES are encouraged to be active learners, advocates, and active community members on and off campus. The educational philosophy at OES creates a highly interactive learning environment where the real joy of learning is not based on a single test or achievement but is instead about the joy that comes from exploring new concepts, discovering new solutions, and challenging ideas in order to achieve more powerful results. OES recognizes that by bringing together students who are curious and eager to learn from the diverse talents and perspectives of others, the school is better positioned to deliver on its mission of creating engaged citizens.

Today, OES seeks to hire an Assistant Head of School for Strategic Enrollment to lead all aspects of recruitment, selection, financial aid, and retention. Building on the strong enrollment program that has been in place at the school and in partnership with a deeply dedicated and talented admission team, the new Assistant Head of School for Strategic Enrollment will be charged with the development and implementation of a strategic enrollment plan that is both visionary and transparent. Working in partnership with the Head of School, trustees, campus leadership and the faculty, the successful candidate will be an experienced, relational, results-oriented leader who understands and embraces the mission and culture of OES.

### Mission

Oregon Episcopal School educates students to realize their power for good as engaged citizens of the world.

### At a Glance

Established: 1869

Enrollment: 875

Boarding students: 56

Students of color: 47%

Total faculty: 138

Faculty of color: 17%

Faculty with advanced degrees: 80%

Student/teacher ratio: 7:1

Average class size: 16

Financial aid budget: \$4.2 million

Students receiving aid: 23%

Endowment: \$33 million

Reserves: \$7 million

Annual operating budget: \$37 million

Campus size: 59 acres

### Learn More

Click on the links below to learn more about Oregon Episcopal School.

[School Website](#)

[School History](#)

[Strategic Plan](#)

[Equity and Inclusion](#)

[School Profile](#)

[Benefits at OES](#)

## About the Head of School

The Rev. Michael Spencer began this position in July 2023 as an accomplished leader, collaborator, and community builder with nearly three decades of education experience in administrative and academic roles at highly regarded independent schools. Before coming to OES, Michael worked for 16 years at St. Paul's School in Concord, NH where he served as vice rector for faculty (associate head of school), Humanities teacher, coach, dorm parent and, as dean of chapel. As a relational educator, his commitment to the ministry of teaching began at Tabor Academy and then at The Taft School where he served for 10 years as school chaplain.

Michael joined OES as the 15th head of school and first person of color to lead the school since its founding in 1869. As a Cape Verdean-American and first-generation college graduate, Michael's lived cultural experience informs his personal and professional commitment to diversity, equity, inclusion, and justice. Throughout his career, he has led efforts to strengthen faculty diversity, develop strategic direction for equity and inclusion initiatives, and move schools toward realizing Dr. King's vision of Beloved Community. Nationally recognized for his work, Michael currently serves as vice president of the governing board of the National Association of Episcopal Schools (NAES) and is the author of published articles, sermons, and poetry. He has presented at many national conferences including NAIS, TABS, and NAES. A former delegate to the International Parliament of World Religions, he served on the Graduate Council of Berkeley Divinity School at Yale, and on the board of directors for Forward Movement Publications.



## Location

The Rose City. Bridgetown. Stumptown. Rip City. Beervana. However you describe it, Portland is a great place to be! With a metro population of 2.4 million, Portland is the 25th largest city in the U.S. and the second largest in the Pacific Northwest behind Seattle. In addition to Fortune 500 businesses like Nike, Intel, and Adidas, Portland also hosts myriad tech, creative, and outdoor/footwear companies. You'll find an abundance of great restaurants, coffeehouses, and microbreweries. Whether it's music, arts, museums, theater, or historic sites there are a wide variety of cultural opportunities. For sports enthusiasts, Portland is home to the Portland Trailblazers, the Portland Thorns, and Portland Timbers. If you enjoy the outdoors, you'll love Portland. Just minutes from downtown, Forest Park boasts 80 miles of trails, and world-class hiking, biking, climbing, skiing, paddling, rowing, and fishing as well as the beautiful Oregon coast and the majestic ski areas of Mt. Hood easily accessible. More about Portland [HERE](#).

## Administrative Team

The administrative team at Oregon Episcopal School is a large group of senior leaders that oversee a variety of operational and academic divisions. Currently that team comprises twelve people: the Associate Head of School, three division heads (lower, middle, and upper); the chief financial officer; the director of enrollment management; the director for equity and inclusion; the director of facilities; the director of advancement; the director of strategic communications; the head chaplain, and the executive assistant to the head of school. With the retirement of the director of enrollment management, the position has been retitled to Assistant Head of School for Strategic Enrollment, to similarly reflect the strategic priorities, complexities and mindset necessary for this position. The Assistant Head of School for Strategic Enrollment will be a central partner to both academic and non-academic administrators on the leadership team, as projects and initiatives involving enrollment initiatives are discussed and planned.

## Position Description

The Assistant Head of School for Strategic Enrollment reports to the Head of School, serves on the Administrative Team (senior leadership), and leads a team that includes three admissions associates (primary liaisons to each division), an admissions data analyst, an admission coordinator, an admissions assistant and marketing coordinator, and an executive assistant. The Assistant Head of School is charged with the design, implementation, oversight and ongoing evaluation of all aspects of enrollment management at OES. This leader will be charged to capitalize on the strengths of the current enrollment operations and to envision the next iteration of enrollment management. With a key focus on data-informed decision making, the Assistant Head for Strategic Enrollment will be called upon to refine and operationalize a strategic enrollment plan that was developed last fall.

The Assistant Head of School will be responsible for understanding market trends, both regionally and nationally, developing research to guide the school in all aspects of branding, recruitment, and retention and will serve as thought leader in decisions related to the enrollment and retention of students. The School is embarking on an exciting strategic planning process and key to those conversations are the future enrollment goals and opportunities for OES.



## Qualifications and Personal Attributes

- Significant admission/enrollment experience in independent schools or higher education with responsibility in growing and developing markets.
- 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.
- Model high standards of professionalism and able to build warm, uplifting, and trusting working relationships marked by flexibility, humor, optimism, humility, excellent emotional intelligence, extraordinary interpersonal skills, and collaboration.
- 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 experience.
- Strong leadership skills, especially around motivating, collaborating, inspiring, and educating the school’s internal and external community members and the ability to support, organize, and guide the admission team.
- Strong data orientation and analytical abilities.
- Ability to think and act strategically and to effectively operationalize strategic ideas and goals.
- Demonstrated leadership, engagement in, and a commitment to diversity, equity, inclusion.
- Possess 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.

## Key Responsibilities

- Provides leadership in enrollment management, which includes admission, financial aid, marketing, and recruitment and directs the process of attracting, enrolling, and retaining students at OES.
- Sets annual enrollment and admission goals, in accordance with the school's mission to promote economic, racial, and ethnic diversity in the student body, based on enrollment goals set by the Head of School and the Board of Trustees.
- Collaborates with the CFO and Controller in organizing and administering the school's financial aid program and budget.
- Regularly presents to senior leadership, faculty and trustees on key demographic and educational trends both regionally and nationally which might impact OES enrollment goals in future years.
- Creates enhanced faculty engagement within the recruitment and selection process.
- Leads all aspects of the admission selection process and ensures the enrollment of mission aligned students for OES.
- Develop an annual enrollment action plan, in partnership with the Head of School and senior leadership team. Such plan will have clear short-term and long-term goals with corresponding strategies to achieve all stated goals.
- Develops clear enrollment dashboards for campus leadership.
- In partnership with the Director of Strategic Communications, develops a clearly stated vision and timeline for all communications related to enrollment and retention.
- Identify, design, implement, in partnership with key campus leaders, a comprehensive research plan to better understand market perceptions of OES both for prospective and currently enrolled families.

## Priorities, Opportunities, and Challenges

Building off of a recent assessment of the enrollment process, a draft strategic enrollment plan was developed with the following priorities:

- Increase inquiries and applications
  - Make it easier to learn about OES before inquiry.
  - Streamline the family journey throughout the inquiry, application, and enrollment process.
  - Ensure that prospects have a clear understanding of what makes OES different.
  - Increase applications from boarding students.
- Improve retention
  - Assess and intervene early with retention risks.
- Maintain or increase underrepresented populations in the OES student body
  - Improve retention, yield, and application rates for historically underrepresented populations.

In addition, the Assistant Head has the opportunity to:

- Support the professional development and growth of a committed and hard-working team.
- Develop warm relationships and effective partnerships with community members and strategically leverage their perspectives and talents to engage prospective students and their families.
- Share and analyze data with colleagues to support the work of admission and enrollment.

## To Apply

Oregon Episcopal School has retained Carney, Sandoe & Associates / The Baker Group to assist in the recruitment of the Assistant Head of School for Strategic Enrollment. 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 comprehensive résumé of no more than three 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](mailto:jennifer.christensen@carneysandoe.com)

**Bill Leahy**  
Consultant, Carney, Sandoe & Associates

[bill.leahy@carneysandoe.com](mailto:bill.leahy@carneysandoe.com)

