



CHADWICK

S C H O O L

Executive Director of College Counseling

Chadwick School is eager to welcome an experienced, dynamic, and successful college admission counseling leader to serve as its next Executive Director of College Counseling. Working in partnership with the Head of School, the school leadership team, and the seasoned and capable college counseling team, the incoming Executive Director will have the unique opportunity to assess Chadwick's current college counseling philosophy and curriculum, set a bold vision for new goals and approaches, and develop a supportive and robust organizational framework that will set the stage for the next iteration of the college counseling experience at Chadwick. Upon joining the Chadwick community, the next Executive Director will find a school with great momentum as it works to build a vision for the future during a time of exciting possibility. This is a critical role for Chadwick that will be supported by a foundation of strong resources; many untapped areas of growth; a dedicated and connected community; and an integrated, cross-disciplinary, and experiential curriculum.

To be successful in this role, the Executive Director of College Counseling must bring a deep record of building strong relationships within an educational community, collaboratively fostering growth and development within a team, and successfully planning and executing strategies that foster positive outcomes while staying true to mission. Candidates should be eager to immerse in a close-knit school community and demonstrate the energy and drive to fully realize Chadwick's potential, bringing creativity and fresh insight where needed and implementing best practices that will ensure future success for college counseling at Chadwick, both short- and long-term.

ABOUT CHADWICK SCHOOL

Chadwick is a K-12 coeducational, non-denominational independent day school located on a beautiful 45-acre campus on the Palos Verdes Peninsula just south of Los Angeles, California. Perched on Academy Hill overlooking mountains, canyons, and the Pacific Ocean, Chadwick was founded as a boarding and day school in 1935. Since then, the school has retained its rural charm and relaxed, welcoming atmosphere amid the beachside towns of Los Angeles' South Bay. Chadwick's educational community currently comprises 865 students from across 56 communities throughout the greater LA area and 121 faculty and 72 staff. Currently, 20 faculty and staff families reside on campus, adding to a strong sense of community and shared aspirations.

In support of Chadwick School's mission to develop global citizens with keen minds, exemplary character, self-knowledge, and the ability to lead, Chadwick School also comprises two international campuses: Chadwick International in South Korea and Chadwick Ecopark, located near Hanoi in Vietnam and set to

open soon in 2023. Chadwick International is a PK-12 international school founded in 2010 with nearly 1,400 students. Fully equipped with an exceptional 500,000-square-foot state-of-the-art facility, the school is in the Songdo International Business District in Incheon, South Korea. The curriculum at Chadwick International is designed to meet the educational standards of the International Baccalaureate (IB) as well as the Western Association of Schools and Colleges (WASC). Chadwick Ecopark is scheduled to open in August 2023 for grades PK-8 and will have 1,500 students at full enrollment PK-12.

Chadwick is accredited by WASC and is a member of the National Association of Independent Schools and the California Association of Independent Schools. Additionally, Chadwick's Outdoor Education program is one of only nine secondary school programs to be certified by the Association of Experiential Education.

MISSION, PHILOSOPHY, VALUES, AND CORE COMPETENCIES

Mission: Chadwick Schools develop global citizens with keen minds, exemplary character, self-knowledge, and the ability to lead.

Philosophy: Chadwick Schools are deeply committed to self-discovery through experience and reflection. Students develop the joy of learning, self-confidence, well-being, and curiosity through interactive and practical experiences. Our schools share the core values of respect, responsibility, honesty, fairness, and compassion. Through active participation in an intentionally diverse and inclusive environment, students make a positive impact within and beyond their own communities. By living and learning in a student-centered, collaborative atmosphere of excellence, integrity, and trust, we come to expect the best of ourselves and others.

Core Values: Compassion, Fairness, Honesty, Respect, Responsibility

Core Competencies: Character, Collaboration, Communication, Courage, Critical & Creative Thinking, Cultural Competence

HISTORY AND DEVELOPMENT

Chadwick is steeped in more than 87 years of rich history and tradition that began with the extraordinary vision of one woman—Margaret Lee Chadwick. From her very first teaching assignment, in a poverty-stricken school in the wild and barren Nevada desert, to her entrepreneurial efforts to secure the first acres of land on the Palos Verdes Peninsula, Margaret Chadwick was a pioneer.

She long envisioned a progressive, open-air country school that offered education as an experience to anyone eager to learn and willing to work hard. Inspired by a deep love of learning, the gifts of nature, and the diversity of humanity, Margaret Chadwick set out to bring a better educational experience at a time and place where it was needed most.

STRATEGIC PLANNING AND STRATEGIC CHANGES

In anticipation of a permanent Head of School joining Chadwick in 2023, the community is currently engaged in a robust strategic planning process that will culminate with the school's next strategic plan in spring, 2023. The Chadwick community is continuously looking ahead, innovating, and evolving in pursuit of excellence and self-discovery. Over the next several years, Chadwick will strengthen curricular

initiatives designed to prepare K-12 students to live, serve, and lead in an ever-evolving, interconnected, and interdependent world.

STUDENT QUALITY, ACHIEVEMENTS, AND OUTCOMES

Academics at Chadwick are rigorous, engaging, and reflective. With the guidance and mentorship of dedicated teachers and an 8:1 teacher-to-student ratio, students embark on an academic journey rooted in inquiry, classroom discussion, and problem-solving at every level. Chadwick students boast the highest AP and SAT averages in the South Bay, with 100 percent of students planning to attend 4-year colleges.

Students are taught to engage in critical thinking and self-discovery at an early age, with many opportunities both in and outside of the classroom in Village School (grades K-5), Sixth Grade, Middle School (grades 7-8), and Upper School (grades 9-12). STEM education starts in kindergarten with students learning hands-on science, math, coding basics, keyboarding, and robotics. This hands-on learning experience continues through Middle School. Selected Upper School students gain real-world experience through mentor-mentee relationships and internships at renowned institutions, including the Laser Interferometer Gravitational-Wave Observatory (LIGO) and Space Radiation Lab at Caltech, USC’s Information Sciences Institute, Cabrillo Marine Aquarium, and USC's Keck School of Medicine. In addition to providing students opportunities to develop academically, Chadwick encourages students to develop their character and their gifts beyond the classroom through numerous co-curricular opportunities, including a nationally distinguished outdoor education program, outstanding athletics, an award-winning visual and performing arts program, global education programs, and community service. These opportunities are further supported by 22 educational buildings and athletic, science, and performing arts facilities, some of which include the state-of-the-art, 400-seat Geoffrey Alan Laverty Center for the Performing Arts; the Leavenworth Library Learning Center; and the newly built Innovation and Design Building.

FINANCIAL SNAPSHOT

Enrollment (Fall 2022)	865
Comprehensive Fee (Fall 2022)	\$37,700 (Village) \$42,230 (Middle) \$44,510 (Upper)
Percent of Students Receiving Financial Aid	21%
Average Financial Aid Award	\$31,433
Annual Financial Aid Budget	\$6.2M
Annual Operating Budget (FY23)	\$35M
Balanced Budgets	11 years
Endowment (June 2022)	\$37M
Endowment per Student (Fall 2022)	\$43,177
Endowment Spending Rate	4%

Endowment Rate of Return	6% (historical average)
Endowment Advisor	Canterbury Consulting
Annual Fund	\$1.8M
Fundraising—Three Year Average	\$2.8M

DIVERSITY, EQUITY, AND INCLUSION

Diversity, equity, and inclusion are deeply ingrained in the ethos of Margaret Chadwick, the school’s founder, who believed in a school community that reflects a “dipperful of humanity.” Chadwick continues to aspire to this vision while recognizing the essential work to be done and actions still to be taken to create a more equitable and inclusive Chadwick for the entire community. This commitment to DEI is a collaboration and a partnership among Chadwick’s administration, faculty, staff, students, parents, trustees, and alumni and is led by a full-time Director of Diversity, Equity, and Inclusion and a cross-disciplinary Equity Team.

Chadwick School has the following affinity groups for Upper School students: Asian American Affinity Group, Ability Affinity Group, Black Girl Magic, Black Student Union, Chadwick Christian Affinity Group, Chadwick Jewish Affinity Group, Latinos Unidos, Multiracial Affinity Group, Muslim Student Association, and Safe Space.

LOCATION AND LOCAL CULTURE

Chadwick’s campus, unmatched in natural beauty, is just 30 minutes from downtown Los Angeles, close to Long Beach, and only 10 minutes from the Beach Cities of the Peninsula, including the resort town of Riviera Village. Part of Los Angeles’ South Bay, the Palos Verdes Peninsula offers numerous outdoor activities, including walks through the South Coast Botanic Garden, whale watching at Point Vicente Park, and hiking at Ryan Park, which includes breathtaking views of the Pacific Ocean and nearby Santa Catalina Island. The campus is also close to many shopping, tourist, and residential areas. Given some of the inherent challenges of its location on the Peninsula, Chadwick provides a comprehensive bus system that allows access to the school for families and students otherwise limited due to geographic constraints. The Executive Director of College Counseling will be provided housing on Chadwick’s beautiful campus or a housing stipend.

INTERIM HEAD OF SCHOOL TOM SHEPPARD

Thomas (Tom) W. Sheppard joined Chadwick as Interim Head of School in July 2021. Before joining Chadwick, Tom served as Head of School at St. Andrew's Episcopal School in Ridgeland and Jackson, MS. Tom has more than 22 years of experience in senior leadership positions and his work in education has taken him across the country and around the world, enabling him to appreciate a rich tapestry of cultures and educational models.

Tom will serve as Interim Head of School at Chadwick until July of 2023. At that time, Jessica Donovan will join Chadwick as its next Head of School.

CHADWICK'S NEXT HEAD OF SCHOOL JESSICA DONOVAN

Jessica currently serves as Head of School at Sheridan School in Washington, D.C. Donovan has spent more than 23 years working in schools as a teacher and school leader, including roles as Division Director, Assistant Head of School, and Head of School. Her work at Sheridan included implementing data-driven curriculum overhauls; leading renovations at both the city and mountain campuses; building a culture of philanthropy; increasing the diversity of faculty, staff, and families; and overseeing the strategic plan, while ensuring that all community members have a sense of belonging.

Donovan sits on the board of the Association of Independent Schools of Greater Washington, where she chairs the Diversity, Equity, and Inclusion Committee. She also serves on the Board of the Association of Independent Maryland Schools, where she is the commissioner for accreditation. Donovan has presented at various conferences on integrated project-based learning, mindfulness, curriculum design and differentiation, and hiring and retaining diverse faculty. She serves as a leadership mentor for underrepresented leaders in independent schools. Donovan earned her B.A. in English and American Literature from the University of California, Santa Cruz, and her M.A. in Independent School Leadership from the Klingenstein Center at Teachers College, Columbia University.

COLLEGE COUNSELING AT CHADWICK

Chadwick is a place where 100 percent of students plan to attend a four-year institution. The natural aim is to find the right collegiate home for graduates and to make college exploration another powerful learning experience, developing lasting and transferable skills for graduates to identify and discern opportunity and cultivate self-presentation skills that may help advance careers. College counselors engage students frequently in both scheduled and unscheduled individual conversations designed to help students reach a greater awareness of who they are and to focus on ideal learning environments. Parents engage in group programs and in individual and family meetings with counselors.

When equipped with a well-articulated sense of self, students are prepared to find colleges that are good matches. Chadwick's approach is student-centered, and college counseling believes that satisfaction with their college choices is enhanced when students are empowered to own the process and decisions. Central to support and success is open and good communication among students, parents, and college counselors. Outcomes are important, yet it is the process of self-discovery leading to college discovery that drives Chadwick's program and addresses and enhances the core competencies of Chadwick.

Chadwick's college counseling office guides students and families through the college admissions process, helping the students select and gain admission to colleges and universities appropriate to their interests and demonstrated abilities. The Chadwick School curriculum is designed to meet or exceed the entrance requirements for the University of California and, by extension, any undergraduate liberal arts college or university in the United States. The curriculum prepares the conscientious student for study at the collegiate level while allowing those with special gifts and/or interests to take advanced level courses in all disciplines. The success of the academic program and the college counseling program is measured by the appropriateness of each placement and the high quality of the work of our students once they are in college.

For more on college counseling at Chadwick, please visit the following resources:

- [Chadwick School College Counseling Website](#)

- [Chadwick School Profile 2022 - 2023](#)
- [Chadwick School College Admission & Enrollment Plans Class of 2022](#)
- [Chadwick School College Counseling Program Brochure](#)
- [Chadwick School College Counseling Program 4-Year Timeline](#)
- [Chadwick School College Counseling Program: Our Partnership with Students & Families](#)

THE ROLE OF THE EXECUTIVE DIRECTOR OF COLLEGE COUNSELING

Reporting to the Head of School, the Executive Director of College Counseling is responsible for providing leadership, guidance, and mentorship for the college counseling team and will be charged with devising and implementing a structure for the college counseling office and staff built on national best practices and the school's mission and goals. The Executive Director is also responsible for cultivating a culture of collaboration and empowerment that enables all members of the college counseling team to thrive and develop.

Currently, the Executive Director manages a team of five:

- (1) Director of College Counseling
- (2) Associate Directors of College Counseling
- (1) Administrative Assistant
- (1) Testing Coordinator

A critical member of the school leadership team, the Executive Director is also tasked with providing strategic insight and partnership to the Head of School, the senior leadership team, and the Director of the Upper School on all things related to college counseling at Chadwick.

OPPORTUNITIES AND CHALLENGES

The Executive Director of College Counseling will join Chadwick during an exciting moment in the school's history as the community works together to lean into its strengths and secure its vision for the future. The College Counseling Office is well-established and well-resourced with an impressive record of success in guiding students to successful outcomes. The college counseling team is experienced, collaborative, student-centered, and committed to the philosophy of promoting fit over rankings. Including the Executive Director, the office is composed of four full time college counselors and two support staff who work with classes that average between 90 and 100 students. Chadwick's highly educated school community recognizes the importance of the college counseling process and has a vested interest in its continued success. To this end, the Executive Director will embrace the following opportunities and challenges in ensuring a best-in-class college counseling operation for Chadwick:

- **Foster increased engagement and collaboration with students, families, and the Chadwick community:** Generally speaking, the college counseling process engenders increased levels of stress and anxiety. Chadwick's strategy for mitigating these effects is open communication between students, families, counselors, and the broader school community. The Executive Director will work to further enhance an ethos within the college counseling office and greater Chadwick community that invites everyone – students, families, Chadwick faculty and staff – to actively engage and collaborate in the college counseling process. Each party plays a different role in the college counseling process. Establishing role responsibilities early on can foster trust

and respect, both in people and in process, and lays the groundwork for a successful process and ideal outcomes.

- **Assess and evaluate Chadwick’s college counseling program and office operations:** The COVID-19 pandemic has had lasting impacts on many aspects of life, and the field of college admission counseling is no different. Set against this backdrop, the Executive Director will undertake a comprehensive assessment and evaluation of Chadwick’s college counseling program to ensure that the curriculum, process, and strategic approach are relevant and current. The Executive Director will promote an atmosphere of innovation within the college counseling office to ensure that the team is always staying one step ahead of emerging trends and is able to easily adapt to changing needs or practices. The college counseling program’s increased effectiveness and reputation will assure students and parents that everything they need for robust counseling is on their campus.
- **Seek out opportunities to engage with students outside of the college counseling process:** One of the hallmarks of the independent school experience is the smaller, intimate feel of the school community. This allows for increased touchpoints for students, faculty, and staff to engage, work together, and get to know each other better. The Executive Director will actively encourage and identify opportunities that allow the college counseling office to interact more intentionally with students outside of the college counseling process. By interacting with students outside the formalities of the process, counselors gain a fuller picture of who each student is, which in turn makes for deeper and more robust conversations about which colleges and universities may fit a student best.
- **Build and maintain relationships with colleges and universities and actively promote professional development opportunities:** Chadwick’s talented students and exceptional educational program have granted it a stellar reputation amongst a broad range of colleges and universities. These relationships between institutions and Chadwick are mutually beneficial in ensuring that students are finding and attending colleges and universities that best fit their needs and interests. Through attendance at national and regional professional conferences (WACAC, NACAC, ACCIS, etc.) and regular visits to college and university campuses, the Executive Director will work to build upon and forge new relationships with admission representatives nationally and internationally. The Executive Director will promote a culture of ongoing professional development within the college counseling office and will encourage team members to also regularly engage in opportunities that expand Chadwick’s professional network within the field of college admission counseling.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The incoming Executive Director of College Counseling must be a collaborative, relationship-driven, proactive leader who is energized by the opportunity to build an organization and create lasting impact on an institution. A Bachelor’s degree is required. A Master’s degree or higher within an education-related field is preferred.

Additionally, the Executive Director must be energetic and optimistic and should possess many of the following experiences and attributes:

- High level of cultural competence and commitment to diversity, equity, inclusion, and social justice both in their approach to the work and in building relationships with students, families, faculty, and other community members;
- Effective listener who, in addition to seeking to process and understand, is comfortable receiving input from many sources;
- Proven record of connecting authentically with individuals one-on-one;
- Ability to lead through change with compassion and empathy;
- Experience recruiting, developing, retaining, and inspiring members of a talented and diverse team;
- Ability to work with the school leadership team, division and department leaders, and the larger community in a manner consistent with the school's values;
- Deep knowledge of best and next practices in college admission counseling and a track record around innovative ideas;
- Proven record of visionary leadership and the ability to set a clear direction for the future of a team and organization;
- Excellent communication skills and the ability to clearly articulate mission, philosophy, and values of a department or organization;
- Community-based, collaborative leadership style;
- Exceptional energy and drive to proactively engage regularly with students and their families;
- Genuine passion for working with adolescents; demonstrated knowledge and awareness of the challenges and trends facing students and educators;
- Demonstrated personal and professional commitment to ongoing learning and professional development;
- Ability to engender trust among a diverse range of constituents;
- Healthy sense of humor;
- Ability to approach barriers and crises with resiliency, creativity, and flexibility;
- Self-reflection and the ability to appreciate and learn from past missteps or missed opportunities;
- Discretion in handling highly sensitive information; and
- Appreciation for the mission, philosophy, and values of Chadwick School.

The salary range for this role is \$175,000 - \$200,000 with a generous benefits package.

For best consideration, please send all nominations and applications, electronically and in confidence, to:



Ruth Shoemaker Wood, Ph.D., Managing Director
Christopher Bernard, Search Associate
Storbeck Search
chadwickcollegecounseling@storbecksearch.com

Chadwick School does not discriminate on the basis of race, color, religion, sexual orientation, gender identity or expression, or national or ethnic origin or ancestry in the administration of its educational policies, admissions policies, scholarship and loan programs, and athletics and other after-school programs. To view Chadwick's complete Diversity Statement, click [here](#).