

The Hotchkiss School Head of School



Head of School The Hotchkiss School

Lakeville, Connecticut

"The Hotchkiss School seeks to inspire a diverse range of students who are committed to the betterment of self and society, and to cultivate in them at the highest standards of excellence, *imagination and intellect, openness and personal integrity, empathy and responsible citizenship* that they may discover and fulfill their potential as individuals fully engaged in our world." – The Hotchkiss School Mission Statement

THE OPPORTUNITY

The Hotchkiss School (Hotchkiss or the School), one of the top independent schools in the country, seeks an inspiring, humble, and strategic leader to join its community in the summer of 2026 as the next Head of School (Head). Following a decade of impressive and stabilizing leadership under Craig Bradley (2016-2026), the new Head will join Hotchkiss at a moment of strength, when there is much enthusiasm about—and there are great ambitions for—the School's future. This is an opportunity to chart the next chapter of a well-resourced and forward-thinking school, committed to excellence in the education of some of the most capable young people in the world.

Hotchkiss is a storied institution that values many aspects of its history. Founded in 1891, the School educates approximately 600 students in grades 9-12. Students at Hotchkiss come from across the United States and around the world, bringing many different backgrounds to a singular school setting. The aim of the School, since its foundation, has been to provide a dynamic environment for teaching and learning as well as exceptional preparation for future study and fulfilling adult lives. Hotchkiss believes that a residential community—the network of relationships created by the School's people, place, and opportunities—is the most effective means for providing a transformative educational experience, where students can grow and gain a greater understanding of themselves and their responsibilities to others. A healthy and inclusive learning community nourishes students physically, emotionally, and intellectually; fosters joy in learning and living with others; and ensures that all students feel safe, seen, and supported. The School sits on 827 acres of woods, fields, and farmland amid the scenic Berkshire-Taconic region—a place the Nature Conservancy calls "one of the most extraordinary landscapes in the Northeast." The state-of-the-art facilities, combined with these surroundings, make Hotchkiss an extraordinary place to live and learn.

As Hotchkiss prepares for this leadership transition, the School remains steadfastly committed to delivering an unmatched educational experience. The average class size is 12, and the learning environment is interactive and inclusive. In every class, students share their opinions. They speak up and disagree in a culture that values respectful, open discourse. They learn from their teachers and from one another. Alumni speak compellingly of the lifelong value of taking risks, failing, persisting, and succeeding. The academic program offers a breadth and depth of study most secondary-school students will not

experience until college. Graduates leave Hotchkiss committed to the betterment of self and society and well prepared to address the challenges of the world today.

Partnering with the board of trustees, senior administrators, faculty, staff, students, families, and alumni, the Head will provide clear leadership, vision, and strategic direction for Hotchkiss's future. A strong bent toward humility and collaboration will be essential to this leader's approach and key to building authentic trust with all stakeholders. The successful candidate will demonstrate the capacity to lead and manage across the many critical and complex functions of Hotchkiss, including academics and co-curriculars, athletics, student wellbeing and residential life, financial stewardship and fundraising, strategic risk planning and mitigation, and facilities and the physical plant. The Head will inherit an institution that is high functioning in key areas, including a talented and dedicated faculty and staff, a sophisticated and engaged board and alumni community, exceptional enrollment results, and an endowment of \$615 million. Hotchkiss is nearing the public phase of a successful campaign with a goal of \$250 million, set to conclude by the end of the 2025-26 academic year.

The successful candidate will be clear and decisive, with an evidenced ability to make and stand by difficult decisions. This individual will engage with students and families early and often, empower and support faculty and staff, cultivate strong connections with alumni, successfully deliver on ambitious development goals, proudly promote the School's strengths to key external audiences, and continue to secure Hotchkiss's niche in a competitive national landscape. Above all else, students will remain the North Star: students at Hotchkiss must feel fulfilled and challenged in a supportive environment and recognize that academic excellence and joy are not mutually exclusive.

Hotchkiss has retained Isaacson, Miller, an international executive search firm, to assist with this important recruitment. Please direct all inquiries, nominations, and applications to the search firm, as indicated at the end of this document.

ABOUT HOTCHKISS

While grounded in scholarship, a Hotchkiss education encompasses much more: developing an understanding of self, nurturing the qualities of curiosity and empathy, embracing critical thinking, discerning fact from opinion, building physical strength and skills, navigating adolescence in all of its complexity, engaging in a love of and respect for the natural world, developing a commitment to responsible citizenship and, above all, leaving the School upon graduation with a lifelong love of learning.

In 2017, Hotchkiss conducted a strategic planning process that established a set of priorities against which the School has made substantial progress. First among these, Hotchkiss maintains an unwavering commitment to strengthening its position as a leader among top-tier schools in creating access and opportunity. By welcoming the most talented young people into the community regardless of their family's financial circumstances, the School elevates the learning outcomes of every Hotchkiss student.

Accordingly, Hotchkiss is firmly committed to increasing the percentage of enrolled students who receive financial support. This academic year, 37 percent of students received financial aid, which includes both tuition assistance and non-tuition support such that every student may participate fully and joyfully in the life of the School. Hotchkiss also invests in initiatives such as an annual Fly-In program that provides financial support for selected applicants and their families to visit the School.

In parallel, the School maintains a continual focus on improving the experience of students across all aspects of their time at Hotchkiss. This includes ongoing refinement of academic programming, a highly intentional approach to fruitful advisory experiences, and robust residential and community life for students and adults on campus. Hotchkiss is further committed to offering all students the opportunity to participate in competitive and recreational sports as they develop a lifelong interest in wellness, physical fitness, and the outdoors. This includes opportunities for the School to build on its history of athletic excellence.



The transformational nature of a boarding school education is deeply rooted in the physical place, and it is essential that students and faculty have appropriate spaces in which to live and learn. Capital enhancements recently completed include a full renovation of the dormitory Memorial Hall, refurbishment of a number of other dormitories, and a refresh of the Edsel Ford Memorial Library. In addition, a new Dining Commons is under construction, due to open in December 2025. This is one of the School's largest-ever capital projects and will serve the entire community as the heart of the School.

As Hotchkiss looks ahead, it is building on a foundation of excellence, and the next Head will shepherd this critical work.

For more information about Hotchkiss, please see the Appendix at the end of this document.

KEY OPPORTUNITIES AND CHALLENGES

Following ten years of strong, effective leadership, the next Head will inherit an institution with firm roots and exciting ambitions. The senior team is a talented and experienced group. Direct reports include the Chief Financial and Operations Officer; the Associate Head of School; the Assistant Head of School and Dean of Admissions and Financial Aid; the Assistant Head of School and Director of Strategic Initiatives; the Chief Advancement Officer; the Chief Communications Officer; the Chief of Staff; the Director of Human Resources; the Director of the Center for Global Understanding & Independent Thinking and Dean of Summer Programs; and the Director of College Advising. In planning for this moment of transition, the board and school community expect the next Head to be well prepared to address the following priorities:

Clarify and strengthen Hotchkiss's unique identity while guiding the School into its next chapter

The next Head of School will articulate and strengthen Hotchkiss's distinctive identity, thoughtfully navigating tradition and innovation. A visionary leader, the Head will engage the entire Hotchkiss community—students, faculty, staff, the board, alumni, and families—in a collaborative process to further define Hotchkiss's strategic priorities. The incoming Head will believe strongly in the benefits of a boarding school education and the unique opportunities and challenges it raises: the adults at boarding schools teach, coach, and advise well beyond the end of the "school day," and students live, learn, and grow in a way that a day school cannot match. The incoming Head will ably communicate the priorities of Hotchkiss to the broader school community, inspiring trust and confidence in the face of change through transparency, reflection, and clarity of purpose.

Champion students and the student experience

The next Head of School will continue to prioritize the student experience, ensuring that recent and future investments in community-building translate into significant opportunities for student interaction, leadership, and personal growth. This work will go beyond enhancing academics and co-curriculars and will foster connection, engagement, and balance. Equally important will be cultivating a strong sense of School spirit and pride. In parallel, student safety and wellbeing are of paramount importance. Ensuring that robust safety and support systems continue to be prioritized and communicated is critical.

Cultivate a strong, inclusive community and culture

At Hotchkiss, students of all races, ethnicities, socioeconomic backgrounds, gender identities, sexual orientations, religions, and philosophical and political backgrounds live, learn, create, grow, and have fun together. By fostering an environment where every member of the community feels valued and respected, the next Head will ensure that Hotchkiss remains a place where all individuals can thrive. Hotchkiss is first and foremost a learning community, and, in order to learn well, each member of the community must feel safe, seen, and supported. This includes diversity of thought within a pluralistic community in which differing points of view are welcome. Protecting the scope of open discourse and the

courageous exploration of ideas has always been, and continues to be, an important part of the Hotchkiss culture. In addition to a wide array of clubs and affinity groups, recent and ongoing initiatives include establishing a student council on diversity & inclusion; annual administration of a confidential climate survey to all students; an enhanced bias incident reporting process; a dedicated Multi-Cultural Center; and a quarterly funded Speaker Series that welcomes a wide variety of speakers.

Ensure financial sustainability and effective fundraising to support Hotchkiss's growth

While Hotchkiss is financially secure, the School cannot rest on its laurels. Long-term financial sustainability is pivotal to the School's success. The incoming Head will hire a new Chief Financial and Operating Officer and will partner with this key senior leader to steward the financial health of the School, optimize resource allocation, and secure new revenue streams. They will collaborate with key stakeholders to set clear financial priorities that align with Hotchkiss's mission and vision. In addition to financial stewardship, the Head will play a critical role in fundraising efforts, strengthening relationships with alumni, families, and other friends of the School to secure vital resources for scholarships, faculty and staff development, and capital improvements, including a call for additional on-campus faculty housing. By leading with a compelling and galvanizing vision, the Head will ensure that Hotchkiss remains financially resilient and well-positioned for continued growth.



Recruit, retain, and support excellent faculty, staff, and administrators, while demonstrating care for the adult population

As in any residential environment, the role of Hotchkiss's faculty and staff must continue to evolve to meet today's workforce trends and questions about the "triple threat" model, while upholding the School's commitment to academic and co-curricular excellence. What boarding school educators do is a way of life—a one-of-a-kind experience that offers distinctive opportunities and challenges—and leading these dedicated individuals requires generosity of spirit, empathy, tact, creativity, good humor, and grace. The next Head of School will recruit, retain, and support exceptional faculty, staff, and administrators by creating an environment where professional growth is prioritized. They will create a culture of respect and appreciation by recognizing the essential contributions of everyone across campus, promoting a healthy work-life balance, and providing a platform for feedback and open communication. They will recognize that increasing strains on cost of living have particularly affected the staff community, and they will participate in finding creative solutions to support this vital adult population. The Head will particularly strengthen the partnership between faculty and staff, ensuring that staff voices are valued in key decision-making processes alongside those of faculty.

Maintain and advance Hotchkiss's strong academic program and reputation

Hotchkiss has developed a reputation for academic excellence over many years, and this next leader must ensure that external audiences continue to have a current understanding of its unique offerings and emphases. The School has long balanced an academically challenging curriculum with an emphasis on character development, and the incoming Head will evidence a commitment to this central promise while, at the same time, exploring opportunities to proactively respond to the evolving needs of today's students and families. Hotchkiss will not only be on the cutting edge but will be a prominent leader in those national curricular conversations, and the next Head must be confident and conversant across a wide range of disciplinary trends, including in the sciences and technology in rapid technological change (e.g., generative AI), among other topics. Shaped by thoughtful discussion of the overall learning objectives for Hotchkiss students, the curriculum will continue to reflect the need to prepare graduates for a rapidly changing landscape in higher education and the future of work. Many leaders at Hotchkiss contribute to this core academic mission, and the Head must ultimately lead discussions around strategy and direction, while recognizing the essential value of different pathways for faculty to achieve communal goals.

Serve as a visible and authentic leader of the broader Hotchkiss community

The Head of School at Hotchkiss will continue to prioritize building strong, authentic relationships by engaging students, faculty, staff, families, trustees, and alumni in constructive dialogue and ensuring that all voices are heard and feel valued. The Head will cultivate an environment where diverse perspectives contribute to the strength and vibrancy of the School. Clear and consistent communication, along with firm decision-making rooted in informed processes, will be a cornerstone of their leadership, creating

alignment around Hotchkiss's strategic priorities. This individual will be a visible, engaged, and inspiring leader, reinforcing a shared sense of purpose among students and adults alike.

QUALIFICATIONS AND CHARACTERISTICS

Professional Experience

- The ability to articulate a vision and strategy for Hotchkiss's next chapter;
- Demonstrated experience as a powerful and effective communicator who will eloquently and articulately communicate this vision among a wide variety of external and internal audiences;
- A commitment to the transformative power of residential education;
- Proven experience in educational leadership within a high-performing environment;
- Experience working with a board of trustees and senior leadership to guide an institution through strategic growth, ensuring alignment with the School's mission and long-term sustainability;
- A clear and decisive leadership style, with experience making difficult decisions and navigating the unexpected;
- A demonstrated commitment to fostering a strong, inclusive, and equitable community;
- Demonstrated success in recruiting and retaining talented faculty and staff from diverse backgrounds, supporting professional growth, and working collaboratively with all members of the School community;
- The ability to serve as an enthusiastic advocate for all aspects of the Hotchkiss experience, academic (including the arts) and co-curricular (including athletics) alike;
- A deep understanding of academic rigor and student life, with the ability to create an integrated educational experience that balances academic excellence, emotional well-being, and personal development;
- Engagement with the national independent school community and a commitment to staying on the cutting-edge of educational and technological advances;
- A passion for supporting and engaging with students and their families;
- Enthusiasm for and success with fundraising; a willingness to be actively involved in advancement strategy and implementation, and the aptitude for building strong personal connections;
- The ability to embrace the opportunity to partner with the local community and to further Hotchkiss's commitment to neighboring schools and the surrounding area;
- Advanced degree preferred.

Personal Qualities

- A visible, accessible, and collaborative leadership style, with the highest ethical, moral, and professional standards;
- A convener with the ability to synthesize complex information and lead the School with an eye toward excellence, innovation, and fiscal sustainability, while respecting tradition;
- The ability to delegate appropriately and to empower a high-performing team of senior leaders;

- Excellent interpersonal, oral, and written communication skills, with the ability to inspire faculty, staff, students, families, alumni, trustees, and a range of external stakeholders;
- A strong emotional intelligence and the skill to listen attentively, empathize with others, and make
 difficult decisions when necessary, while exhibiting humility and low ego in a complex network of
 stakeholders;
- A commitment to fostering a culture of accountability, diversity, equity, and inclusion, ensuring that all community members feel valued and respected;
- A decisive and resilient leader, able to navigate challenges and drive the School forward with bold action when necessary; and
- A love of fun and commitment to educating adolescents.

Research shows that people often only apply to jobs if they meet 100 percent of the qualifications. As no one ever meets 100 percent of the qualifications, we encourage you to apply if you feel that most of the above qualifications reflect your experience and expertise.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: https://www.imsearch.com/open-searches/hotchkiss-school/head-school.

Katie Rockman, Partner
Berkley Braden, Managing Associate
Gigi Mensah, Associate
Maria Connor, Managing Search Coordinator
Isaacson, Miller

The Hotchkiss School is an equal opportunity employer and is committed to basing judgments concerning the employment of individuals upon their qualifications and abilities. The School is firmly committed to equal employment and advancement opportunities for all employees and applicants in all phases of the employment process (including recruitment, hiring, assignment, terms and conditions of employment, compensation, benefits, training, promotion, transfer, discipline, and determination). In accordance with applicable law, the School does not discriminate against any individual based on age, ancestry, color, genetic information, learning disability, marital status, past or present history of mental disability, national origin, physical disability, race, religious creed, sex, pregnancy, sexual orientation, gender identity or expression, veteran status, or any other protected characteristic.

APPENDIX: ABOUT THE HOTCHKISS SCHOOL

Overview

The Hotchkiss community is intentionally diverse, with an atmosphere dedicated to learning and personal growth. On its thriving campus, Hotchkiss offers more than 200 courses; 10 off-campus learning programs; 60 athletic teams in 19 different sports; and 80+ student clubs, affinity groups, publications, community service organizations, and performance groups.

In the 2024-25 school year, 36 percent of Hotchkiss students identified as U.S. students of color, 16 percent were international, and roughly 96 percent of students were boarders. Students hailed from 31 countries and 34 states. Central to the mission of Hotchkiss, \$12.5M in tuition assistance typically allows 37 percent of students to receive financial aid, among whom 26 percent attend tuition-free. Students are further supported by generous non-tuition assistance.



Academics

Members of the faculty bring a diversity of experiences, perspectives, talents, and backgrounds to Hotchkiss. They inspire and are themselves inspired, teach even as they learn, and build their careers

while growing as professionals through faculty development and other opportunities. Collectively, they are dedicated to the intellectual, social, and emotional growth of every student. One hundred percent of full-time teaching faculty support student life outside of the classroom through advising, coaching, mentoring, supervising residential life, and guiding student travel. Seventy-two percent of faculty hold advanced degrees, and the average faculty member brings more than 22 years of experience in education.

The hallmarks of teaching and learning at Hotchkiss are found in the interactive and inclusive learning environment where students learn how to take risks, fail, persist, and succeed. In small and intimate classes of, on average, 12 students, students learn side by side with faculty, pushing themselves intellectually and forming deep bonds with their classmates. The seven core areas of study – classical and modern languages, English, human development, humanities and social sciences, mathematics and computer science, science, and visual and performing arts – enable students to gain both subject mastery and a comprehensive educational experience.

Hotchkiss blends an enriching academic curriculum with opportunities for growth beyond the classroom. Distinctive programs and learning opportunities include the following, among many others:

- The MacLeish Scholars Program is named in honor of Pulitzer Prize-winning poet Archibald MacLeish, Class of 1911. The program affords students the chance to undertake archival research on a literary subject, complete a substantial creative writing project, and practice classical forms of papermaking, bookbinding, and letterpress printing. The summer portion of the program, which takes place over two weeks each June at Yale's Beinecke Library, is followed by a year-long Honors course in which students build their summer research into a substantial senior thesis.
- The Hersey Scholars Program is named in honor of Pulitzer Prize-winning journalist, cultural critic, and historical novelist John Hersey, Class of 1932. The program gives students the opportunity to conduct archival research with a focus on history, politics, cultural studies, economics, and/or philosophy. Program participants undertake summer work at Harvard University's research libraries, in particular the Houghton, to which the Hersey Scholars have been granted unique access. This is followed by a year-long Honors course in which students build their summer research into a substantial senior thesis
- Hotchkiss Scholars Program History of Mathematics at Cornell: This new summer program in the history of mathematics is being developed in collaboration with Cornell University. The program will be based jointly at Cornell's Mathematics Library and its University Library's Division of Special Collections & Rare Books, which houses a world-class collection of rare and unique mathematical documents. Working closely with a Hotchkiss teacher, as well as Cornell librarians and faculty, students will conduct research on mathematical subjects of their choice using the libraries' extensive collections. This program represents the first time that Cornell's libraries have agreed to host a group of under-18 researchers to engage in sustained research projects on their collections.

- The principles and mechanics of good writing have been a core part of the Hotchkiss tradition since the School's founding and are cited with remarkable frequency by alumni years and decades after graduation. English classes are designed to help students discover and harness the power of language through careful reading and analysis of fiction, poetry, nonfiction, and plays. Essays and writing assignments help students sharpen their critical thinking skills, develop their voices, and deepen their understanding of literature.
- The STAN-X initiative is a research program run by the lab of Professor Seung Kim of Stanford University. Through this program, Hotchkiss students collaborate with the Kim Lab to create novel Drosophila (fruit fly) strains that can be characterized and shared with research institutions around the world.
- Classics diploma: Hotchkiss is one of the only independent high schools in the country that offers a diploma in classical studies.
- <u>International experience:</u> Traveling abroad and experiencing different cultures is a powerful way to develop a multicultural worldview. Each year, nearly a quarter of Hotchkiss students take advantage of a range of travel programs, including faculty-led study abroad programs in more than 13 countries across the globe. \$120,000 in travel grants are awarded to as many as 40 students per year.
- Sustainability studies: A commitment to environmental stewardship is incorporated into many aspects of School life. Living and working in a community that is producing renewable energy, growing food, building soil, and sequestering carbon inevitably supports a student and faculty mindset and spirit that are regenerative, creative, and entrepreneurial. This focus on the environment has led to ever-expanding academic and co-curricular offerings. Hotchkiss's solar arrays and its Biomass Facility, which has enabled the School to slash its carbon footprint by 40 percent over the last 10 years, offer further learning opportunities.

Central to the academic community at Hotchkiss are numerous learning communities and spaces that connect students to their purposes and passions. Among these are:

- The <u>Class of 2017 Engineering</u>, <u>Fabrication</u>, <u>and Exploration (EFX) Lab</u>, which provides students and faculty with a place to experiment and create. Within the lab, the Leung Prototyping Studio provides tools that help turn ideas, calculations, concepts, and theories into tangible objects.
- The <u>Esther Eastman Music Center</u> is a cornerstone of community life at Hotchkiss, housing classrooms and practice facilities and drawing top-notch musicians from all over the globe. The Center boasts 13 practice rooms, three ensemble spaces, 10 classrooms, a professional recording studio, and the state-of-the-art, 715-seat Katherine M. Elfers Hall.

• The Hotchkiss Philharmonic Orchestra was established in 2018 through the generosity of Barbara Walsh Hostetter '77 and her husband, Amos. The Philharmonic brings a group of outstanding professional musicians together with talented Hotchkiss music students, giving those students the unique opportunity to work and perform alongside world-class artists. The Philharmonic performs three concerts a year.



- Walker Auditorium, which was fully renovated in 2021, is a touchstone of community life that supports teaching, arts programming, community gathering, and more. Key features of the facility include sophisticated audiovisual, acoustic, and lighting systems that create a vibrant space for teaching, learning, and entertainment.
- The <u>Edsel Ford Memorial Library</u> provides space for students to come together as individuals and groups to work with the staff of eight and take advantage of the wealth of research tools available, including more than 60,000 books and e-books, research articles, databases, and more.
- The <u>Tremaine Art Gallery</u>, located in the campus's main academic building, is a museum-quality exhibition space that hosts six shows per year.
- The Hotchkiss Observatory, which opened in January 2016, allows all community members, from astronomers to photographers, to enjoy incredible views of a night sky that is largely free of light pollution.

Remarkable outdoor spaces for experiential learning and fun include:

- The 287-acre <u>Fairfield Farm</u>, which serves as both a working farm and the center of a curricular and co-curricular program through which students learn firsthand about sustainable agriculture and see the rewards of their labor in the form of fresh produce. Many courses, including Agroecology, Sustainable Food Systems, Environmental Economics, Arts classes, and numerous others use Fairfield Farm as an outdoor learning space.
- Hotchkiss's own Beeslick Brook Woods, 200 acres of white pine, mixed hardwoods, hemlock groves, wetlands, and extensive trails.
- Shorefront on 348-acre Lake Wononscopomuc, the deepest natural lake in Connecticut, where students study subjects such as limnology as well as row, sail, swim, and simply have fun.

Student Support

A comprehensive faculty advising program supports and amplifies the classroom experience. Students work closely with their faculty advisors throughout their time at Hotchkiss to plan a balanced course of study and to meet in advisory groups to discuss myriad topics among peers. Advisors also serve as a primary contact for parents and guardians. Class Deans anchor all aspects of student life, taking a lead role in monitoring the academic and social progress of their students. Dormitory Faculty are assigned to every floor of each dorm and play an important role in fostering a sense of community while ensuring the safety and well-being of their students. Often, their spouses/partners, children, and pets live with them, creating a family atmosphere in the hall. College advisors meet regularly with students while empowering them to take the lead in deciding where they'll go after graduation, providing exceptional support, up-to-date resources, and expertise in the world of college admissions.

Student Life

<u>Campus life</u> at Hotchkiss is characterized by a sense of community. While 96 percent of students live in a dorm, every student, day or boarding, is assigned a room within one of the 13 residence halls. Students are housed by grade: preps (9th grade) reside with lower mids (10th grade); upper mids (11th grade) reside with seniors and post-graduates. Each floor also includes student proctors (trained upperclassmen) who act as peer leaders in their dorms and work together with dorm faculty as a team.

An all-gender housing option, created in 2017, is available for students who identify as transgender, non-binary, gender nonconforming, gender expansive, or simply prefer a mixed-gender housing arrangement. For transgender athletes, Hotchkiss follows the guidelines of the Founders League, which supports participation in athletic competition in accordance with a student's gender identity. Hotchkiss also offers all-gender bathrooms throughout campus.

Beginning in 2020, the School annually administers an anonymous climate survey to all students, in partnership with Authentic Connections. This survey helps the School understand student behaviors in

comparison to national norms at other high-achieving schools as well as year-over-year changes within Hotchkiss. The data is highly relevant to decision-making around student support and care.

Women of Hotchkiss

The <u>Women of Hotchkiss</u> initiative, currently underway, celebrates the 50th anniversary of coeducation at The Hotchkiss School by honoring the contributions and achievements of women since their admission in 1974. The year-long commemoration includes events, performances, exhibits, and educational programs aimed at recognizing the history and impact of female students and alumnae. Key objectives include commemorating past achievements, engaging current students in discussions about women's roles, fostering alumnae networking, and envisioning the next 50 years of progress. A major event, the 50th Anniversary of Women at Hotchkiss Celebration, will take place on May 2–4, 2025, serving as the capstone celebration of the year.

Co-Curricular Programming

The co-curricular experience immerses students in a structured team activity on a daily basis—whether it's playing a sport, acting in a school production, or getting hands-on experience at Fairfield Farm. Athletics are an important component of the Hotchkiss identity and school spirit, with more than 90 percent of Hotchkiss students participating in team athletics and competing for one of 60 teams. Students also have the opportunity to participate in nine intramural sports, a dozen alternative team options, and three outdoor program offerings. The 212,000-square-foot Forrest E. Mars Jr. Athletic Center is the center of Hotchkiss athletic pursuits, where students compete at the highest level, with a focus on perseverance, team spirit, and personal integrity. Among other stunning athletic facilities is a 9-hole golf course designed by golf legend Seth Raynor.

Students can join more than 80 clubs, affinity groups, student publications, community service organizations, and performance groups. Together, these groups offer over 300 events annually. The oldest among them is St. Luke's Society, a service organization founded in 1892. Other affinity groups and student clubs include: Black & Hispanic Student Alliance, Asian Cultural Club, Hillel, Gender & Sexuality Alliance, Political Union, Entrepreneurship Club, Science Olympiad, Blue & White Society, Student Environmental Action, Bring Change to Mind, and Student-Faculty Council, among many more.

Diversity, Equity, and Inclusion

Students of all races, ethnicities, socioeconomic backgrounds, gender identities, sexual orientations, religions, and philosophical and political backgrounds live, learn, create, and grow together at Hotchkiss. The Office of Diversity, Equity & Inclusion provides a wide range of resources, programming, and services for the community. Work to foster a truly equitable and inclusive community is ongoing and must be

approached by examining and improving upon the many components of a residential independent school education.

A Multi-Cultural Center in the Main Building provides a dedicated space for BIPOC students. The Student Council on Diversity & Inclusion is charged with serving as a liaison between Hotchkiss students and school leadership and is actively involved in driving programming and facilitating community engagement.

In June 2020, the Hotchkiss Board of Trustees established a Diversity, Equity, and Inclusion Committee of the Board. This committee, which comprises trustees, administrators, faculty, staff, and alumni, is charged with implementing ongoing changes to create a fully inclusive institution. The DEI Committee supports the school in the areas of admissions and financial aid, faculty hiring and training, curriculum and pedagogy, alumni engagement, parent engagement, community life, and student experience.

An example of this commitment is the Walter J. Crain Fellowship, an innovative partnership between Hotchkiss and the Klingenstein Center of Teachers College at Columbia University. This four-year program, now in its fourth year and accepting applications for incoming fellows, is designed to attract professionals aspiring to leadership roles at independent schools who have demonstrated a commitment to working with diverse populations and supporting an inclusive learning community for all students. Fellows pursue a master's degree from Columbia University Teachers College in private school leadership while earning a salary teaching at Hotchkiss and/or working in one of the School's administrative departments. A commitment to the caliber and diversity of teaching faculty is a hallmark of Hotchkiss and is core to the School's ability to be innovative and to maintain a leadership position among independent schools.