Leadership Profile

Director of Global Admissions

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This Leadership Profile is intended to provide information about Schwarzman Scholars and the position of Director of Global Admissions. It is designed to assist qualified individuals in assessing their interest.
Opportunity and Summary of Position

Designed to prepare young leaders to deepen understanding between China and the rest of the world, Schwarzman Scholars is the first graduate scholarship program created to respond to the geopolitical landscape of the 21st century. With the inaugural class enrolled in 2016, the program has experienced remarkable growth and progress. Schwarzman Scholars now seeks a new Director of Global Admissions to lead all aspects of recruitment into a new era of success.

Chairman, CEO and Co-Founder of Blackstone, Stephen A. Schwarzman created this program with the President of Tsinghua University in Beijing – one of China’s most prestigious universities – so that the next generation of leaders around the world have the knowledge, skills and relationships they will need to ensure that China’s growing global role is peaceful and prosperous for all. Schwarzman Scholars affords the world’s best and brightest students the opportunity to develop their leadership skills and professional networks through a fully funded one-year Master’s Degree in which they are immersed in an international community of thinkers, innovators and senior leaders in business, politics and society. This once-in-a-lifetime experience expands students’ understanding of the world and creates a growing network of global leaders who will build strong ties between China and the rest of the world.

Based in New York City, the Director of Global Admissions will be a bold, inventive and forward-thinking leader who brings superior communication, management and strategy skills. Bringing depth in selective, holistic recruitment and selection, the Director will develop, implement, manage and continuously assess the policies and planning for recruiting, selecting, admitting and yielding a diverse and talented student population from across the world. To build on its early successes, the program will need imaginative and innovative management at all levels, and the Director will be expected to work closely with colleagues internally and externally, including those in New York and on campus at Schwarzman College, to advance the highest ambitions of Schwarzman Scholars.

The Director of Global Admissions will be a pioneering leader who grasps and greatly extends the distinct nature of this organization. As a key representative of Schwarzman Scholars, the Director will possess the maturity and gravitas to engage with high-level global stakeholders
from academia, business and government. The successful candidate will possess analytic and technological depth; an understanding of best practices in highly competitive selection processes for students, college graduates, or young professionals; a collaborative leadership style; excellent organizational and planning skills with the ability to implement change; and a commitment to mentoring and leading a dedicated team. The Director of Global Admissions will have an appreciation for a student body from a diversity of backgrounds and experiences and knowledge of what contributes to a rigorous intellectual community in educating the next generation for a 21st century global economy. The Director must have an understanding of the international community, an international sensibility and comfort working within a global environment.

Additional information about Schwarzman Scholars may be found at www.schwarzmanscholars.org. The international executive search firm, WittKieffer, has been retained to assist Schwarzman Scholars with this recruitment. Information about how to nominate a candidate or to apply for this opportunity may be found later in this document in the section titled “Procedure for Candidacy” on page 10.
About the Admissions Process for Schwarzman Scholars

Every year, up to 200 Schwarzman Scholars will represent the world’s next generation of leaders. Comprised of high-caliber individuals with open minds and limitless potential, Schwarzman Scholars is a network of leaders who will serve to deepen understanding between China and the rest of the world. Schwarzman Scholars are selected on the basis of not only their academic aptitude and intellectual ability, but also their demonstrated leadership potential, entrepreneurial spirit, ability to anticipate and act on emerging trends and opportunities, exemplary character, and desire to understand other cultures, perspectives and positions.

Admission to Schwarzman Scholars is highly selective. Interested candidates participate in a rigorous and thorough selection process, designed to identify the most promising young leaders from around the world. Those selected will have demonstrated their potential to produce results within their own culture and context by inspiring and guiding groups. They will also convey an ability to not only benefit from, but also contribute to, the Schwarzman Scholars program. The process includes an online application and evaluation. Semi-finalists are invited for in-person interviews in Beijing, Bangkok, London or New York before international panels composed of CEOs, former heads of state, university presidents, non-profit executives, journalists and other leaders. All qualified candidates will have successfully completed their undergraduate degrees prior to enrollment and must be proficient in English.

For the class of 2019-20, Schwarzman Scholars received over 2,800 applications, sent 155 offers of admissions (5.5 percent admit rate) and enrolled 140 of the best students in the world. The student body continues to be tremendously diverse. The class of 2019-20 is comprised of students from 35 countries and 113 universities with 42 percent from the United States, 20 percent from China and 38 percent from the rest of the world.

Schwarzman Scholars is the single largest philanthropic effort ever undertaken in China by largely international donors. Stephen A. Schwarzman personally contributed $100 million to the
program and is leading a fundraising campaign to raise an additional $500 million from private sources to endow the program in perpetuity. Students selected to become Schwarzman Scholars receive a comprehensive scholarship that includes tuition, room and board, travel to and from Beijing at the beginning and end of the academic year, an in-country study tour, required course books and supplies, health insurance and a stipend of $4,000 for personal expenses.

Additional information about the admissions process may be found at www.schwarzmanscholars.org/admissions.

The Role of the Director of Global Admissions

This is an exciting and momentous time to join Schwarzman Scholars. The program has rapidly evolved from a bold idea to a start-up operation to one of the world's preeminent scholarship programs. The notable rise of Schwarzman Scholars is reflected in student interest, as the number and quality of applicants from around the world continues to rise. This is a transformative role and an opportunity to be part of a dynamic and accomplished leadership team.

The Director of Global Admissions will be responsible for continuing an innovative recruitment, selection and yield program for applicants from colleges and universities, young professional networks and prestigious employers in the United States and across the globe. The new leader will work in close partnership with the Executive Director in New York, the Dean and Associate Deans of Schwarzman Scholars at Tsinghua University and colleagues in both New York and China to ensure alignment with the founder's vision for a new model of global leadership development. In addition, as a senior leader of Schwarzman Scholars, the Director will represent the organization to a highly accomplished network of stakeholders and supporters – from university presidents to leaders in government and industry.

While advancing a best-practice admissions operation, the Director will also be focused on providing great attention to the guidance, motivation and development of the admissions staff. Along with the Associate Director of Admissions based in New York, the Director will provide leadership for a staff of six and manage a budget of approximately $3 million.

In addition, the Director of Global Admissions will:

- In partnership with senior leadership, act as the driving force behind the continued development of a high-performing admissions operation;

- Play a key role in finding and working with young leaders from across the world who will become Schwarzman Scholars;

- Develop and clearly articulate admissions selection criteria and work closely with admissions staff to implement a selection process that ensures this vision through a holistic and individualized review of a diverse and talented pool of applicants;

- Provide leadership for a high-level, global interviewing process, engaging executive-level panelists from government, business and leading global non-profit organizations;
• Represent and act as a dynamic spokesperson for the program to various stakeholders including prospective applicants and partners to the program;

• Serve as an aggressive marketer of Schwarzman Scholars at home and on the road, including planning and executing a strategic travel and outreach program;

• Place priority on interacting personally with applicants and other critical stakeholders;

• Work with the leadership team in developing robust communications strategies, including key themes and messages, for the program’s overall public relations efforts;

• Lead an ongoing series of market research and analysis efforts designed to regularly bring fresh perspectives on fellowship programs similar to Schwarzman Scholars and their applicant pools, and to identify and evaluate new trends in the field;

• Turn data management into knowledge management through proactive, inclusive and sophisticated data reporting and analyses for projections, trends and modeling; and

• Create, maintain and enhance collaborative partnerships with key program constituencies.

Opportunities and Expectations for Leadership

The new Director of Global Admissions will be asked to address the following critical leadership issues, among others:

**Lead the admissions operation in its next phase of development with an eye toward growth and sustainability**

Schwarzman Scholars was founded on a bold vision as the first scholarship program created to respond to the geopolitical landscape of the 21st century. In the years since its inception, Schwarzman Scholars has progressed from a start-up to one of the world's preeminent scholarship programs. As the admissions operation evolves, the new Director will lead the next phase of its development, providing a strategic and statistically supported vision for admissions at Schwarzman Scholars.

Upon coming to Schwarzman Scholars, the Director will be empowered to analyze and assess current selection programs and develop new priorities and initiatives that will help achieve
the short- and long-term objectives for the program. The new leader will approach this endeavor with creativity, knowledge of best practices, and a fresh eye to the possible, while assuring that the Schwarzman Scholars Program will continue to grow and thrive.

The program’s current capacity is up to 200 students each academic year. Schwarzman Scholars welcomed 140 students in the 2018-19 cohort, and 140 students are enrolled for the 2019-20 cohort. The total number of scholars is expected to increase gradually over the coming years. It will be imperative for the new leader to consider how to scale the program’s highly personalized application experience while creating a sustainable admissions operation that will attract the best and brightest from around the globe. The Director will employ innovative recruitment strategies to help expand the admissions funnel and ensure the enrollment of a diverse and academically engaged student body.

**Strengthen and systematize the use of data and cutting-edge technology in all phases of the recruitment and selection process**

The new Director will bring exceptional skill in the use of data and technology to drive admissions decisions. The Director will routinely analyze data to inform strategic directions and foster an admissions culture that is guided by the enhanced use of evidence when making decisions. The new leader will optimize the use of data and technologies to effectively and efficiently reach and track students and guide them to the program. With the goal of identifying and recruiting the most compelling and promising candidates, the Director will leverage data to continually assess and inform improvements to the recruitment and selection process.
Guide a dynamic organization, providing strategic, hands-on leadership and mentorship

This is a position for a skilled manager and one who values mentorship and professional development and can inspire a team. The Director manages an international team in New York, China and Vancouver and will be charged with leading this dynamic organization, continuously seeking to further a sense of cohesion and professionalism for staff across the division. It is expected that the new leader will create an environment of continuous improvement and innovation, evaluating the operational systems and structures to capitalize on existing strengths while also building an efficient, effective, forward-thinking, innovative and sustainable model.

In addition, the Director must be nimble at managing critical partnerships across Schwarzman Scholars and with partners in China, seeking collaborations and cross-communication with multiple stakeholders on campus and externally. As a key spokesperson for the program, the Director will take a hands-on role in advancing the prestige of Schwarzman Scholars. Ultimately, the Director will lead a collaborative admissions operation that is highly engaged with and responsive to Schwarzman Scholars' partners.

Professional Qualifications and Personal Qualities

The ideal candidate will have the following professional qualifications and personal characteristics:

**Hands-on and visionary leader:** ability to both lead and execute with vision and creativity; willingness to approach the work with vigor, taking an entrepreneurial outlook and eye to new possibilities and emerging challenges; readiness to assume an active role in recruiting and promoting the program; capacity to make strategic decisions and generate innovative ideas and solutions; ability to develop and manage relationships with a diverse array of partners including senior leadership, deans, faculty, staff, students and high-level partners; ability to inspire and empower staff to actualize planning;

**Effectiveness and experience with highly competitive, holistic selection processes:**
Experience in a highly selective recruitment program within a college or university setting, foundation or similar organization; demonstrated ability to develop and implement successful recruitment/selection strategies and initiatives; capacity to build an appropriate and effective recruitment and selection plan that reflects institutional goals; a desire to innovate and create new approaches to recruitment and selection;

**Sophisticated communication and presentation skills:** a natural relationship builder with the poise and charisma to captivate audiences; ability to serve as an articulate and dynamic spokesperson for the program and manage the public-facing side of admissions; an active listener and strong collaborator; strong speaking and writing skills with the ability to be articulate, persuasive and precise in communicating with internal and external audiences; interest in interacting with a wide range of constituencies and engaging many in dialogue so as to move things forward together;

**Appreciation for diversity and cross-cultural competencies:** appreciation of diverse cultures and backgrounds and the ability to communicate effectively with a wide range of
constituencies both in the United States and abroad; interest in and knowledge of current trends in international education as well as experience working with institutions beyond the United States;

**Organizational and operational management:** demonstrated leadership and strength in creating and supporting an environment of continuous improvement; ability to manage and motivate a talented professional staff, set clear direction and articulate goals and expectations for excellence and success; commitment to professional development; the ability to look across an organization to identify opportunities to increase excellence in service and improvements in efficiency and effectiveness;

**Demonstrated ability in creative marketing:** strong ability in branding and marketing a college, university or program and in effectively seizing and capitalizing on appropriate opportunities to expand or enhance institutional attractiveness; an advanced understanding of the use of social media and communications technologies to identify and work with applicants and to support the ambitious marketing objectives of the program;

**Strong analytical capacity:** ability to produce regular and systematic comparative reports that detail month-to-month as well as annual progress toward admissions goals; capacity to evaluate information on national and international trends in higher education and competitor programs; experience utilizing data to develop, shape and support a clear message and narrative;

**Personal qualities:** enjoys “rolling up their sleeves” in a collaborative and consensus-building environment, working with a modest sized staff but tremendous resources; strong record of innovation; bold, energetic and nimble; maturity and gravitas; capacity for hard work and the ability to find joy in one’s work; optimistic, confident and excited about change; natural collaborator, with a personal presence that is active and inclusive; proven skill dealing with complex and diverse cultures, backgrounds and perspectives; ability to observe, listen, learn and clarify needs while engendering trust quickly among various constituencies; honest, fair and consistent;

**International travel:** ability to travel nationally and internationally to represent Schwarzman Scholars to prospective students and partners with regular travel to China;

**Education:** a graduate degree is required; candidates with a terminal degree will be advantaged.
Schwarzman Scholars: An Overview

Schwarzman Scholars was inspired by the Rhodes Scholarship, which was founded in 1902 to promote international understanding and peace and is designed to meet the challenges of the 21st century and beyond. Stephen A. Schwarzman, the co-founder of Blackstone, personally contributed $100 million to launch the program. A $500 million fundraising campaign seeks to endow the program in perpetuity, so students may attend the program without concern for financial need. The $600 million endowment will support up to 200 scholars annually from the United States, China and around the world for a one-year Master’s Degree program at Tsinghua University in Beijing, one of China’s most prestigious universities. Scholars chosen for this highly selective program live in Beijing for a year of study and cultural immersion that includes lectures, travel and developing a better understanding of China. Admissions opened in the fall of 2015 with outstanding success, immediately making Schwarzman Scholars one of the world’s most selective graduate and fellowship programs. The first class of students took residence in the summer of 2016.

Schwarzman College

Set on the campus of Tsinghua University, one of China’s most prestigious universities, Schwarzman College opened its doors with the inaugural class of Schwarzman Scholars in 2016. Designed by Robert A.M. Stern Architects, the 200,000 square foot campus houses one of the most advanced higher-education facilities in the world and is one of the first LEED Gold–certified academic buildings in China.
A virtual tour of the college may be found at tour.schwarzmanscholars.org.

**Tsinghua University**

Tsinghua University is known for its academic excellence and international partnerships. Originally established in 1911 by an agreement between the Qing Emperor and the U.S. government to prepare Chinese students to study in the United States, the school has long served as a bridge between the East and the West.

Tsinghua University is also the alma mater of some of China’s most important leaders, including the current and former Presidents, Xi Jinping and Hu Jintao; the former Chairman of the National People’s Congress, Wu Bangguo; the former Premier Zhu Rongji; and the former Vice Premier Huang Ju.

Additional information about Tsinghua University may be found at www.tsinghua.edu.

Detailed information about the Schwarzman Scholars Program may be found via the following links:

- Leadership
- Advisors
- Academic Program
- Admissions
- Directory of Schwarzman Scholars
Procedure for Candidacy

Inquiries, nominations and applications are invited. Candidates should provide, as two separate documents, a resume and a letter of application that addresses the responsibilities and requirements described in this Leadership Profile.

Application materials should be sent via e-mail to the Schwarzman Scholars’ consultants, Amy Crutchfield and Alejandra Gillette-Teran, at: SchwarzmanScholars_GlobalAdmissions@wittkieffer.com.

The consultants may also be reached through the desk of Paula Verace, executive search coordinator, at pverace@wittkieffer.com.

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