Leadership Profile

Vice President and Dean of Admissions and Financial Aid

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Amy Crutchfield
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This Leadership Profile is intended to provide information about Oberlin College and the position of Vice President and Dean of Admissions and Financial Aid. It is designed to assist qualified individuals in assessing their interest.
The Opportunity

Oberlin College & Conservatory, a four-year, highly selective private liberal arts college and conservatory of music, seeks a bold, visionary and experienced leader to serve as its next vice president and dean of admissions and financial aid. Established in 1833, Oberlin College has a long-standing, deep commitment to academic and artistic excellence, social justice and the use of knowledge to improve the human condition. It holds a truly distinctive place among American higher education institutions.

The vice president and dean of admissions and financial aid will assume broad responsibility for recruiting and enrolling a highly talented, intellectually driven and diverse student body. Reporting to the president, the vice president and dean will provide dynamic and forward-looking leadership to the areas of admissions and financial aid while working together with the president, other senior leaders, faculty and students to further the best interests of Oberlin. Working closely with Conservatory admissions, the vice president and dean will develop a strategic outreach and admission plan that reflects the College’s core values, aligns with the recruitment priorities of the Conservatory and is designed to bring Oberlin to the attention of a broad and diverse national and international population.

For an energized, passionate and committed leader this is an exceptional time to join Oberlin and contribute to the evolution of this remarkable institution. Oberlin was the first college in the United States to admit African Americans on a regular basis (1835) and to grant bachelor’s degrees to women in a coeducational setting (1841). As a college of many such “firsts,” Oberlin seeks an enrollment leader who can grasp the distinguished history of this pioneering institution and extend its legacy and mission as a national spokesperson for the College. A personal commitment to diversity and inclusion in all its forms is imperative, as is exceptional judgment, a mature leadership style and superior communication skills.

The new vice president and dean will bring optimism, creativity, integrity, strong analytic skills and experience working in collaboration with colleagues across an institution to support the work of the College. The successful candidate will possess great analytic and technological depth; an eagerness to engage in meaningful interchange about enrollment priorities, challenges and
trade-offs; a nuanced understanding of the importance and impact of financial aid policy and
award strategy to achieve institutional ambitions; a comfort with and ability to implement
change; and a proven capacity for embedding institutional values and culture within admissions
and financial aid initiatives, policies, procedures and goals. The new vice president and dean will
also possess a collaborative and open leadership style, the desire to act as a key member of a
coordinated senior team, the ability to motivate a talented and dedicated staff and continue to
develop its skills, and a commitment to and record of exemplary personal and professional
integrity. A bachelor’s degree is required; an advanced degree is preferred.

Additional information about Oberlin is available at www.oberlin.edu. The national executive
search firm Witt/Kieffer has been retained to assist Oberlin with this search. All inquiries,
nominations and applications should be directed to the search firm as indicated at the end of this
document.

Admissions and Financial Aid

Oberlin is home to 2,920 students, of whom 2,550 study in the College of Arts and Sciences and
550 are enrolled in the Conservatory (180 students are pursuing a double degree in both
divisions). Fifty-seven percent of students are female, and almost 20 percent are students of
color. The student body is drawn from across the country and the world; 7.2 percent of
students are international, representing nearly 50 countries. Last year, approximately 80
percent of Oberlin students demonstrated financial need and received some form of aid, with an
average grant of $32,000.

Admission is highly selective, with more than 8,000 applicants for approximately 750 positions
in the first-year class. Admit rates are 28 percent with 32 percent yield. Sixty-one percent of
first-year students rank in the top 10 percent of their high-school class; the 25th-75th percentile
SAT range is 1915 - 2185.

The College of Arts and Sciences and the Conservatory of Music each have their own
admissions office with different missions, but share resources. Each recruits on behalf of the
other. Students wishing to enroll in the five-year double degree program must be accepted by
both admissions offices and elect to enroll in both divisions. Unlike the College of Arts and
Sciences, the Conservatory Admissions Office also admits students to a limited number of
graduate level programs. The student to faculty ratio is 9:1.

2016 Applicant Pool

Oberlin’s first-year enrolling students come to us from 40 states and 18 countries.

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>8,518</td>
</tr>
<tr>
<td>Admitted</td>
<td>2,388</td>
</tr>
<tr>
<td>Enrolled</td>
<td>762*</td>
</tr>
<tr>
<td>Early Decision</td>
<td>253*  (38%)</td>
</tr>
</tbody>
</table>

*Includes 35 double-degree students enrolled in both divisions.
Fall 2016 Enrollment
First-Year Students 762
Transfer Students 32
Graduate Students (conservatory only) 7
Total 801

Test Score Averages
For first-year admitted students in the College of Arts and Sciences
ACT 30-33
SAT critical reading 670-750
SAT mathematics 650-760
SAT writing 660-750
*Median 50 percent ranges

Class Rank
For first-year admitted students with rankings available
Ranked in top 1%: 21%
Ranked in top 5%: 52%
Ranked in top 10%: 66%
Ranked in top 25%: 93%

GPA
4.0 GPA weighted / 3.7 GPA unweighted

Enrolling Class Characteristics*
College of Arts and Sciences / Conservatory of Music
American ethnic minorities 26%
International students 11%
High schools represented 598
Public school students 66%
Private/parochial school students 34%
Male students 43%
Female students 57%
*Does not include graduate students

For complete enrolling class characteristics, please see the 2016 Factbook.
Tuition and Fees

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<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$51,324</td>
</tr>
<tr>
<td>Required Fees</td>
<td>$728</td>
</tr>
<tr>
<td>Room</td>
<td>$7,278</td>
</tr>
<tr>
<td>Board</td>
<td>$6,732</td>
</tr>
<tr>
<td>Total</td>
<td>$66,062</td>
</tr>
</tbody>
</table>

Financial Aid

Oberlin holds strong to the principle of funding 100 percent of demonstrated need for all students while also best utilizing the College’s aid dollars to achieve the strategic goals of academic/musical excellence and financial sustainability.

The Financial Aid Office is responsible for evaluating the financial need of Oberlin students using generally accepted need-analysis principles, constructing financial aid packages that combine institutional, federal, state and externally based aid, and disbursing funds in keeping with federal regulations and practices. In addition to the need-based program, the aid office works in conjunction with both admissions offices to coordinate the awarding and disbursement of Oberlin’s merit-based award programs. It should be noted that each Admissions Office determines the selection of merit award recipients.

Under both programs, the Financial Aid Office currently disburses over $60,000,000 in institutional aid to Oberlin students. Additionally, the aid office processes approximately $12,000,000 in student loans and more than $2,000,000 in other forms of financial aid. The aid office also continues to be responsible for the College’s Student Employment Program.
The Role of the Vice President and Dean of Admissions and Financial Aid

Oberlin is known for its exemplary academic and musical pedagogy and its commitment to social justice, sustainability and creative entrepreneurship. In keeping with its distinctive heritage, Oberlin’s legacy of inclusion and respect for diversity sets the tone for campus life today. The connection of Admissions and Financial Aid to Oberlin’s institutional goals centers naturally on the College’s pursuit of academic and musical excellence, financial sustainability and the quest for a diverse, inclusive and talented student body. Debra Chermonte, the current Vice President and Dean of Admissions and Financial Aid, will retire later this year after serving the College with distinction and great success for almost 30 years. The new leader will be a part of the next chapter in Oberlin’s history, working with the president, senior leadership colleagues and the Board to keep Oberlin moving forward to the next level of excellence.

Reporting to the president, the vice president and dean of admissions and financial aid is responsible for providing the leadership, direction and coordination for a comprehensive strategy that is innovative, inclusive, forward-looking, data informed and consistent with the goals, mission, values and resources of Oberlin. The vice president and dean will clearly and consistently articulate the vision and plan for admission and financial aid and will enhance transparency and integration by engaging key constituencies. The vice president and dean will lead a team of 16, (organizational chart attached as appendix).

The new vice president and dean will be a dynamic, innovative and adaptive leader in every phase of the admission and financial aid process, enhancing academic and musical excellence while further strengthening the diversity of the student body. She or he is expected to be a visible and engaged member of the Oberlin community, committed to embracing and embodying the mission and values of the College of Arts and Sciences and the Conservatory. In addition, the vice president will:

- lead with vision, integrity, inclusiveness, personal generosity and sound judgment, engendering trust and accountability across Admissions and Financial Aid and throughout the College;
- establish the strategic goals and objectives for Admissions and Financial Aid in partnership with the president and other senior officers;
- lead an active advancement of the College’s goal to increase and enhance its diversity through the bold and creative deployment of every available tool and resource;
• provide leadership in engaging the Oberlin community in admission efforts to recruit and enroll highly qualified and talented students who exemplify the mission;

• communicate regularly with the Oberlin community on the progress and results, including frequent conversations with faculty and senior administration on the vision for and the tradeoffs and complexities in meeting admission goals;

• continuously strengthen and refine the College’s messaging methods of delivery to prospective students and families and to the high school guidance community as to how Oberlin can best represent its unique strengths;

• lead the continuous and proactive development of a strategic, forward-thinking and highly selective need-sensitive admission program, with attention to the sometimes-conflicting imperatives of a complex and highly selective institution with limited financial aid resources;

• develop and lead an admissions and financial aid team that is optimistic, opportunistic, forward-looking, innovative and results-oriented, and that actively and strategically anticipates and responds to admission challenges;

• participate in periodic reports and conversations with Oberlin’s Board of Trustees.

In addition to the above, the new vice president and dean for admissions and financial aid will be asked to pay particular attention to the following inter-related imperatives:

**Recruit and enroll a talented and diverse student body**

Oberlin College values and embraces diverse cultures and experiences, and the new vice president and dean must have a personal and demonstrable commitment to inclusiveness and diversity, and the ability to lead diversity efforts in recruitment with sophistication and intentionality. The College defines diversity broadly to consider race, gender, socioeconomic background and geographic factors, aiming to foster a range of perspectives as well as strengthen international reach. The vice president and dean will employ strategically and effectively both new and proven outreach methods to increase such diversity within the student body, working in partnership with all areas of the College and Conservatory.

The vice president and dean will aim to maintain the level of engagement, inquiry and quality of academic and musical performance found in the student body, keeping a focus on identifying and enrolling students who demonstrate a capacity for embracing the distinctive opportunity to live and learn in a community that shares a commitment to pushing the boundaries of our determination, intellect and creativity.

**Sustain gains in recruitment and admissions strategy while embracing new commitments**

The vice president and dean of admissions and financial aid will be asked to bring skill, energy and leadership to the admissions effort and will be tasked with developing a comprehensive strategy that will further Oberlin’s reach and ability to compete for new student populations. With an eye to the nuances of need-sensitivity at a highly selective institution, the vice president and dean will be responsible for evaluating the use of financial aid in support of institutional priorities and in achieving enrollment goals and allocating those resources for greatest impact.
Currently, 80 percent of Oberlin’s revenue is derived from student charges. With an eye to balancing the competing priorities of increasing net tuition revenue and enrolling a student body of the quality, diversity and specific talents expected by the College of Arts and Sciences and the Conservatory within a fiscally conservative environment, the vice president and dean will be responsible for evaluating the use of financial aid in support of institutional priorities and in achieving enrollment goals and allocating those resources for greatest impact. With attention to net revenue goals, the new vice president and dean will oversee the distribution of financial aid to both new and current students ensuring that its current practices align with the financial need and stability of the College now and into its future. Partnering with senior leadership, the vice president and dean will determine optimal enrollment goals, advise on effective pricing strategies and determine how best to allocate financial resources to achieve these goals. The vice president and dean will attend to the ongoing analysis of data to inform decision making and shape strategic direction.

**Provide support and leadership for staff**

The new vice president and dean will be joined by a strong, energetic and talented team in admissions and financial aid deeply committed to the mission and success of Oberlin. The vice president and dean will work with the staff to set goals and will ensure that staffing resources are allocated effectively to maximize talent and support innovation and collaboration in order to achieve optimal results.

**Build relationships and foster participation in the activities and function of admissions and financial aid across the College of Arts and Sciences and the Conservatory**

The new vice president and dean will build and maintain strong and collaborative relationships with institutional leadership and colleagues across the College and Conservatory. It is expected that the new vice president and dean will approach colleagues with a genuine openness and eagerness to engage in meaningful discourse, listen to and hear alternate viewpoints, and incorporate the thinking and ideas of others. The vice president and dean will engage the Oberlin community in identifying measures of success and quality, recognizing that the definitions of the quality and strength of a student body may be reflected in the level of engagement in the classroom, contributions to the intellectual, artistic and social life of the community, and a commitment to the College’s values.
Professional Qualifications and Personal Qualities

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

**Leadership and vision:** the ability to lead with vision and creativity; capacity to generate innovative ideas and to make strategic decisions; ability to develop and manage relationships with a diverse array of partners including senior leadership, faculty, staff, students, parents, trustees, alumni and high school guidance counselors; the ability to anticipate opportunities and challenges, develop a strategic plan that reflects institutional goals and academic priorities, and inspire and empower staff to actualize planning.

**Proven effectiveness and experience with admissions and financial aid:** experience participating in leadership and management with admissions and financial aid offices at a college or university; a demonstrated ability to develop and implement successful admissions and financial aid strategies and initiatives; an understanding of the nuances of a need- and merit-based financial aid program and an ability to leverage aid and engage effectively in modeling; capacity to lead and manage the complex relationship between marketing and recruitment strategies, enrollment goals, yield and financial aid; deep understanding of the infrastructure and operational underpinnings of an admissions and financial aid unit.

**Experience with organizational and operational change:** Demonstrated leadership and strength in creating and supporting an environment of continuous improvement; able to manage and motivate an experienced and talented staff, set clear direction and articulate goals and expectations for excellence and success; openness to change and the capacity to affect change; ability to look across an organization to identify opportunities to increase excellence in service and improvements in efficiency and effectiveness.

**Strong analytical capacity:** Excellent strategic and analytical ability; strong experience with analysis and predictive modeling; the ability to pose thoughtful research questions; commitment to transparency in reporting; demonstrated experience using data to identify and assess effectiveness of admission and aid policies and practices; experience harnessing data to develop, shape and support a clear message and narrative.

**Sophisticated communication skills:** an active listener and superb collaborator; ability to serve as an articulate spokesperson for Oberlin and manage the public-facing side of admissions; strong speaking and writing skills with the ability to be articulate, persuasive and precise in communicating with internal audiences, including both highly invested leadership and faculty, and external audiences including parents, prospective students, alumni and guidance counselors; an interest in interacting with a wide range of constituencies and engaging many in the dialogue so as to move things forward together.

**Personal qualities:** optimistic and confident; proven skill and interest in working with complex and diverse cultures, backgrounds and perspectives; a natural collaborator who derives pleasure from being part of a team; a personal presence that is active and inclusive; the ability to observe, listen, learn and clarify needs while engendering trust quickly among various constituencies; good sense of humor.

**Education:** a bachelor's degree is required; an advanced degree is preferred.
Oberlin College: An Overview

The College’s Mission

Oberlin College, an independent coeducational institution, holds a distinguished place among American colleges and universities. Its heritage is one of respect for the individual and active concern for the larger society. Oberlin was the first college to grant undergraduate degrees to women in a coeducational program and historically was a leader in the education of African Americans; its list of “firsts” over the course of almost two centuries is extensive. Oberlin’s students today benefit from the progress of previous generations and engage actively in the social justice work that will benefit those who come next.

The College uniquely combines a top-ranked college of arts and sciences with a world-class conservatory of music, and both benefit from the renowned Allen Memorial Art Museum (one of the top five college museums in the country). The divisions are deeply committed to academic and musical excellence, and reinforce each other in cross-pollination of coursework. Residential and student life is practically seamless between them.

The Conservatory provides flexible programs to prepare students as professional musicians, composers and teachers of music, and the College of Arts and Sciences offers a rich and balanced curriculum in the humanities, social sciences and natural sciences. Within that framework the College expects that students will work closely with the faculty to design an educational program appropriate to their own particular interests, needs and long-term goals. A five-year double degree program is also offered, which approximately 180 students pursue.

Oberlin is dedicated to recruiting a culturally, economically, geographically and racially diverse group of students. Interaction with others of widely different backgrounds and experiences fosters the effective, concerned participation in the larger society so characteristic of Oberlin graduates. Oberlin seeks students who are talented, highly motivated, personally mature and tolerant of divergent views. The Conservatory of Music in particular seeks talented musicians with considerable potential for further growth and development. Performance is central to all of the curricula including music education, history, theory, composition and technology.

For its students, the aims of Oberlin College & Conservatory are:

- to equip them with skills of creative thought, technique, and critical analysis which will enable them to use knowledge effectively;
- to acquaint them with the growing scope and substance of human thought;
- to provide for their intensive training in the discipline of a chosen area of knowledge;
• to ready them for advanced study and work beyond the college years;
• to foster their understanding of the creative process and to develop their appreciation of creative, original work;
• to expand their social awareness, social responsibility and capacity for moral judgment so as to prepare them for intelligent and useful response to the present and future demands of society;
• to facilitate their social and emotional development;
• to encourage their physical and mental well-being; and
• to cultivate in them the aspiration for continued intellectual growth throughout their lives.

Faculty
Oberlin’s faculty is dedicated to combining effective undergraduate instruction with productive scholarship and artistry. Members of the faculty are highly skilled and professional; they are well-grounded in their chosen discipline, yet they characteristically have interests that extend beyond their own specialization. The College seeks to recognize and encourage teaching of unusually high caliber, and scholarly and other creative activities are considered essential to continued teaching excellence. Thus, active research, scholarship, artistry and/or performance is expected of each faculty member.

Facilities & Campus Life
Oberlin College has an extensive physical plant including several libraries, a computer center and computer clusters, scientific laboratories for teaching and research, physical education facilities, concert halls and practice rooms. The College runs the Allen Memorial Art Museum (http://oberlin.edu/amam/) featuring one of the finest college or university art collections in the United States. Creating an environment in which academic excellence can flourish, these attractive physical resources are important to realizing the aims of the College.

Environmental sustainability at Oberlin is fundamental to campus life. To create an enduring ecological and human community, Oberlin is responsive and responsible to the local, regional and global environment. The campus community conserves energy, eats foods grown locally, reuses and recycles materials, and works actively towards its goal of carbon neutrality by 2025. New building projects are required to achieve a LEED silver rating, and most exceed this. The new Peter B. Lewis Gateway Center, where the office of admissions will be housed beginning in May 2017, is expected to receive a LEED platinum rating.
Oberlin offers 21 NCAA Division III varsity programs and competes within the North Coast Athletic Conference. The growth of intercollegiate athletics within the last five years is striking, and this rural Ohio campus is becoming a destination where high academics and high achieving athletics can coexist. There are over 400 scholar-athletes competing at the varsity level, and close to a third of Oberlin students participate in intramural sports and club programs. Currently, Oberlin offers 18 active club sports, student organizations that range from aikido to fencing to rugby, and water polo.

Oberlin students have many opportunities to involve themselves in activities that support their various academic, cultural, religious, political, social and athletic interests and skills. Students tend to take full advantage of opportunities to get involved in campus life, often participating in more than one group or activity. More than 175 active, chartered student organizations are available, including the Bike Co-op, the Student Senate, Swing Dance, the Oberlin Film Series, La Alianza Latina and WOBC-FM, the student-run radio station.

Each year, approximately half of all students participate in some form of community service. The Bonner Center for Service and Learning partners with more than 200 community organizations, schools, and government agencies to develop and offer programs, projects and opportunities that encourage meaningful student engagement.

Financial Information

The College has an annual budget of roughly $164 million. The endowment was valued at $750 million in June 2016. This year, student financial aid from Oberlin sources amounted to $59 million, leading to a discount rate of 40.1 percent.

Leadership

The Board of Trustees is the governing body of Oberlin. It manages the welfare of the institution and entrusts day-to-day operations to the president. Oberlin’s board has 29-37 members and completes its work through an executive committee and various subcommittees. The board consists of 20-28 board-elected members and six alumni-elected members. There are also three class trustees elected by recent graduating classes to serve three-year terms. The final member of the board is the president of Oberlin, who serves ex officio.

Marvin Krislov became Oberlin’s 14th president on July 1, 2007. A summa cum laude graduate of Yale College, a Rhodes Scholar and a graduate of Yale Law School, President Krislov had most recently served as vice-president and general counsel of the University of Michigan, where he made time to teach at both the graduate and the undergraduate level while co-chairing the president’s initiatives on ethics in public life and successfully leading the defense of the university’s affirmative action policies. In September of 2016, President Krislov announced to the Board of Trustees that he will conclude his duties as president at the end of the 2016-17 academic year. When he steps down in 2017, he will have served for 10 years, leading Oberlin through collaborative, consensus-driven efforts to make the College and Conservatory of Music more rigorous, diverse, inclusive and accessible to students from every socio-economic background. Through his writings, his speeches and public appearances, and his membership on the National Council on the Humanities, Mr. Krislov has raised Oberlin’s international and national profile while championing the value of liberal arts education.
Timothy E. Elgren joined Oberlin in July 2014 as the dean of the College of Arts and Sciences. He began his academic and administrative career at Hamilton College after completing his postdoctoral research at the University of Minnesota. He joined Hamilton's chemistry department in 1993. At Hamilton, he served in a number of administrative roles, including associate dean of faculty, affirmative action officer, chair of the Biochemistry/Molecular Biology Program, and coordinator of the Network for Teaching and Learning.

After serving for nine years as the Oberlin Conservatory of Music's associate dean for academic affairs, Andrea Kalyn was appointed dean of the conservatory in February 2014. She earned her PhD in musicology from the Eastman School of Music, where her scholarship focused on American music of the 20th century. Kalyn has published articles on the composers Howard Hanson and Daniel Gregory Mason, and has presented papers on the chamber music of Brahms and Schubert, among others. She joined Oberlin after serving four years as assistant dean and musicologist at the North Carolina School of the Arts.

Information on the College's full senior staff can be found here.

Oberlin and Beyond

Oberlin College is an integral part of Oberlin, Ohio, a community of about 8,600 residents located 35 miles southwest of Cleveland. The editors of Ohio Magazine chose Oberlin as one of Ohio's Best Hometowns for 2012, based on such criteria as community spirit, historical landmarks and architecture, quaint shopping and galleries, and entertainment.

Oberlin was a cover story for the magazine's November 2011 issue, which also recognized four other communities. This was the second time Ohio Magazine has selected Oberlin for one of its "Best of" issues. In 1996, the editors chose Oberlin as Ohio's Most Livable College Community.

The City of Oberlin

Oberlin College & Conservatory and the city of Oberlin were founded together and have partnered on many key initiatives through the decades. Collaborations with the public schools include full tuition scholarships for any Oberlin High School graduate who is admitted to the College.

Oberlin, while small, offers just about everything an Oberlin College student could need within walking distance. Locally owned restaurants, fast food eateries, coffee shops, boutiques and thrift shops, a supermarket, post office, a discount shop and a health food store are all just around the corner from the main campus.

Oberlin also has an active arts community. In addition to the resources of the College and Conservatory of Music, the New Union Center for the Arts provides a home for a number of organizations dedicated to increasing appreciation of the arts, including the Firelands...
Association for the Visual Arts (FAVA), and the MAD* (*Music Arts and Drama) Factory. The community is also home to the Apollo Theatre, an Art Deco style theater originally opened in 1913 and restored and renovated in 2012.

**Cleveland**

Oberlin students have the best of both worlds: the safety and familiarity of small-town life, along with access to a world-class city less than an hour away. Cultural events, museums and great food are just a few of the reasons to visit nearby Cleveland.

Among the city’s many attractions is the Cleveland Orchestra, recently dubbed the finest orchestra in the country by *Time* magazine. Cleveland's theater district, known as Playhouse Square, has a combined capacity of 7,500 seats, and is the largest theater complex between New York and Chicago. The city’s many museums include the Rock and Roll Hall of Fame and Museum, and the Cleveland Museum of Art, one of the most eminent art institutions in the country, and one of the few that has free admission. The Cleveland Museum of Natural History, the Great Lakes Science Center, and the Cleveland Metroparks Zoo--which now includes a year-round rainforest exhibit--are among other educational sites.

Cleveland is also a major-league sports city. Teams include baseball's Indians, perennial division and league champions; the NFL's Browns; and the NBA's Cavaliers.
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will continue until the position is filled. For fullest consideration, potential candidates are encouraged to submit materials as soon as possible. Candidates should provide a professional resume and letter of application that addresses the responsibilities and requirements described in this document. These materials should be sent electronically via e-mail to Oberlin College’s consultants Jennifer Desjarlais and Amy Crutchfield at OberlinVPandDeanOfAFA@wittkieffer.com. The consultants can be reached by telephone through the desk of Cara Drew at 781-564-2626.

The Oberlin College values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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Appendix: Organizational Chart

2016 Oberlin College Arts & Sciences Admissions and Financial Aid

*Debra Chernonte
VP & Dean of Admissions & Financial Aid

Rob Reddy
Director of Financial Aid

Amy Knowles
Associate Director

Valerie Kapfer
Associate Director

Lucas Brewer
Assistant Director

Cathy Ballimore
Assistant Director

Josh Levy
Associate Director

Jesse Hernandez
Associate Director

Elizabeth Houston Systems Coordinator

Kathleen Drennan
Assistant to the VP

Leslie Brat
Associate Director

Liz Hui
Senior Assistant Director

Rhett Rybarczyk
Assistant Director

Tanya Aydelott
Assistant Director

Brittany Sherrill
Assistant Director

Jessica Cummings
Assistant Director

Latina Kimbrough
Assistant Director

Student Employment Interns

Administrative Assistants
(3 positions)
Lisa Briss, Renee Hales

* indicates 2016 retirees

7/6/16 kd
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