



DARTMOUTH

Director of Financial Aid

Leadership Profile

May 2026



Executive Summary

Dartmouth College seeks a Director of Financial Aid to serve as the primary operational leader of a well-established, high-performing financial aid organization at a moment of significant investment in access and affordability.

Founded in 1769, Dartmouth is a Carnegie-classified R1 research university defined by comprehensive liberal arts education combined with focused graduate programs in medicine, business, the sciences, and engineering. A founding member of the Ivy League, Dartmouth is consistently ranked among the country's best research institutions. Beginning in July 2025, Dartmouth College launched the new School of Arts and Sciences, the academic home for over 4,500 undergraduate students with over 40 academic departments and programs. In addition to the School of Arts and Sciences, the University educates over 2,300 graduate students in its four pioneering graduate and professional schools: the [Geisel School of Medicine](#), the [Guarini School of Graduate and Advanced Studies](#), the [Thayer School of Engineering](#), and the [Tuck School of Business](#). A member of the Association of American Universities (AAU), Dartmouth has forged a singular identity, combining its deep commitment to outstanding undergraduate liberal arts in a residential college setting and graduate education with distinguished research and scholarship.

Dartmouth's undergraduate admissions and financial aid outcomes continue to be remarkably strong. The undergraduate Class of 2029 drew 28,230 applicants - marking the fifth consecutive year the College has received more than 28,000 applications. The College is committed to expanding educational opportunity through a significant investment in need-based financial aid and an ambitious set of new aid policies. Students are now eligible for a new middle-income affordability initiative that enabled Dartmouth to nearly double its current annual income threshold for a "zero parent contribution," from \$65,000 to \$125,000 for families of AB undergraduates with typical assets. That new threshold is one of the most generous of any college or university in the nation.

Reporting to the Assistant Vice President and Executive Director of Financial Aid, G. Dino Koff, the Director of Financial Aid is positioned at the center of a highly complex, mission-critical operation, overseeing an aid portfolio of approximately \$170M and bearing significant federal compliance responsibility. While regulatory compliance is foundational to the role, the primary focus is operational leadership-driving effective execution, staff management, and systems oversight across the office. The Director will assume ownership of day-to-day operations, enabling the AVP & Executive Director to focus on institutional strategy and external priorities. The immediate focus is on ensuring consistency, clarity, and execution across the organization, with strategic partnership developing over time as operational credibility is established.

Success in this role requires balancing stability with continuous improvement. The organization is staffed by experienced subject matter experts, making credibility, influence, and a measured approach to enhancement essential. Rather than pursuing immediate large-scale change, the Director will introduce thoughtful process improvements that strengthen trust and performance.

The ideal candidate is a proven people leader with experience establishing accountability and operating independently in complex environments, serving effectively as a second-in-command. Strong operational judgment, process design expertise, and systems fluency-preferably with Banner/Elucian-are critical. Candidates must also demonstrate a deep understanding of federal financial aid regulations and the ability to apply that knowledge to real-world operational and budgetary decisions. Ultimately, the successful Director will view financial aid not only as a compliance function, but as a strategic lever in enrollment management and institutional success, and as an important touchpoint for Dartmouth students and families.

In addition to the attributes described above, the following profile reflects the characteristics of candidates most likely to succeed in this role:

Ideal Candidate Profile

- Demonstrated success leading day-to-day operations in a complex financial aid or enrollment environment under the direction of a strong leader
- Track record of translating institutional priorities into clear operational execution across systems, processes, and teams
- Ability to establish accountability and decision clarity within experienced, highly tenured teams
- Strong judgment in high-stakes, ambiguous situations, balancing compliance requirements with service and institutional goals
- Experience improving operations within stable environments without disrupting team cohesion or performance

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.



Role of the Director of Financial Aid

Reporting directly to the AVP and Executive Director of Financial Aid, operating within a distributed leadership model, the Director will act as the day-to-day leader and the key operational integrator-aligning functional leaders, setting, and advancing shared priorities, and ensuring consistent decision-making and execution. Success in this role requires influence-based leadership, effective relationships, operational credibility, and clarity, with a focus on maintaining organizational stability while driving targeted improvements aligned with institutional goals. This role requires both operational excellence and strategic perspective, with success measured by sound judgment, consistent execution, and the ability to align and integrate work across functions.

Dartmouth's financial aid operation is notable for its stability, exceptionally low turnover, and long average staff tenure (~15 years). The incoming Director will inherit a harmonious, high-performing team with individuals ready to extend their contributions to the office and the College. The Director will be expected to lead change carefully, introducing thoughtful enhancements while preserving trust, morale, and continuity in a team that takes great pride in its work.

Organizational Context

The Financial Aid and Enrollment organization operates within a distributed leadership model, where programmatic, operational, and technical leadership are held across multiple roles.

Organizational Financial Aid Structure

- AVP & Executive Director: Strategic leadership, policy, institutional alignment
- Director of Financial Aid: Operational integration and execution leadership
- Associate Directors: Coordination, supervision, and operational oversight
- Senior Assistant Directors: Program leadership and subject matter expertise
- Assistant Directors: Process ownership and execution
- Financial Aid Officers: Case management and technical delivery

In addition, the following roles work closely with the financial aid team but do not report directly:

- Operations Specialists: Workflow and processing
- Systems Manager: Systems and data infrastructure
- Communications Manager: Recruitment and yield strategy
- Administrative Support: Intake and service delivery

Functional Domains

- Financial Aid Program Management
- Operations and Workflow Management
- Systems and Data Infrastructure
- Recruitment and Communications

Key Leadership Considerations

- The organization is highly tenured with established ways of working; success requires a measured approach to change that builds trust over time.
- The distributed leadership model requires influence-based leadership rather than reliance on hierarchy.
- The role operates in a high-compliance environment where errors carry institutional and reputational risk.
- The Director must balance strong service orientation with consistency, clarity, and disciplined decision-making.

Responsibilities

- Leads and manages day-to-day financial aid operations across undergraduate, graduate, and professional programs.
- Ensures compliance with all federal, state, and institutional regulations across a complex aid portfolio.
- Aligns distributed teams around shared priorities, timelines, and clear decision-making frameworks.
- Oversees financial aid systems and workflows (e.g., Banner, Slate) to ensure accuracy, efficiency, and scalability.
- Drives targeted process improvements while maintaining stability within a high-performing, experienced team.
- Serves as the escalation point for complex, sensitive, or high-stakes financial aid decisions.
- Maintains a strong service orientation, ensuring consistent and effective support for students and families.

Expectations of Leadership

Financial Aid Strategy & Market Positioning

- Serve as a strategic operational partner in sustaining and strengthening Dartmouth's position within the Ivy-plus financial aid landscape, ensuring policies are competitive, clearly communicated, and consistently executed.
- Translate institutional strategy into workable policy, process, and practice, ensuring ambition is matched by operational readiness.
- Support proactive storytelling-internally and externally-by ensuring the organization can clearly articulate how Dartmouth's aid model works in practice and why it matters.

Organizational Leadership & Staff Stewardship

- Invest intentionally in staff development, cross-training, and leadership amplification, recognizing the depth of talent already present and preparing the organization for future succession.
- Set and reinforce clear expectations, decision rights, and accountability, particularly in a culture accustomed to collegial consensus.
- Reinforce decision-making clarity and reduce reliance on informal consensus where needed to maintain operational efficiency.

Systems, Process, and Risk Management

- Lead continuous improvement of systems and workflows to reduce friction for students and staff, increase transparency, and mitigate regulatory and reputational risk.
- Ensure the organization remains audit-ready and compliant without allowing compliance to eclipse judgment, service, or mission alignment.



Professional Qualifications and Personal Qualities

The next Director of Financial Aid will be excited about making an impact on an institution and enrollment program with an impressive list of achievements. The successful candidate will be an experienced financial aid leader who provides vision and direction for a dedicated and student-focused financial aid unit. They must demonstrate substantial financial aid experience successfully developing and executing financial aid leveraging strategies aligned with enrollment goals. Success in this role requires the ability to lead through influence, credibility, and clarity rather than relying solely on formal authority.

In addition to the required skills and experience outlined below, an ideal candidate will also bring experience with, or deep exposure to, need-blind/meet-full-need models within highly competitive enrollment environments and working with underserved student populations and programs intended to provide access to elite university opportunities.

Education

Bachelor's degree is required; Master's degree preferred.

Required Experience

- Minimum of 7-10 years of progressively responsible experience in financial aid administration, with at least three years in a leadership role.
- Direct experience leading financial aid operations within a complex, multi-layered organization.
- Success aligning experienced teams and driving outcomes without reliance on hierarchy.
- Extensive knowledge of federal and state financial aid regulations, including Title IV programs.
- Experience with financial aid management systems (e.g., Banner) and the ability to integrate systems, processes, and policy, while also leveraging technology to improve processes.
- Experience improving alignment within stable, high-functioning organizations.

Skills & Competencies

- Strong leadership and team management skills with the ability to foster a collaborative and positive work environment.
- Exceptional analytical, problem-solving, and decision-making abilities.
- Excellent communication and interpersonal skills, with the ability to work effectively with diverse constituencies.
- Demonstrated commitment to student success and equity.
- Ability to manage complex budgets and multiple priorities in a fast-paced environment.

About Dartmouth College

Overview

Founded in 1769, Dartmouth is a Carnegie-classified R1 research university defined by comprehensive liberal arts education combined with focused graduate programs in medicine, business, the sciences, and engineering. A founding member of the Ivy League, Dartmouth is consistently ranked among the country's best research institutions. It educates 4,500 undergraduates and 2,300 graduate students in the arts and sciences and in its four pioneering graduate and professional schools: the [Geisel School of Medicine](#), the [Guarini School of Graduate and Advanced Studies](#), the [Thayer School of Engineering](#), and the [Tuck School of Business](#). A member of the Association of American Universities (AAU), Dartmouth has forged a singular identity, combining its deep commitment to outstanding undergraduate liberal arts in a residential college setting and graduate education with distinguished research and scholarship.



Dartmouth attracts faculty from around the world and ranks among the highest universities in the country in per capita research funding. There are over 1,000 faculty members across the institution, 640 of whom are tenured or on the tenure track. Across the full faculty body, 42% identify as women and nearly 20% as Black, Indigenous, and People of Color (BIPOC). Dartmouth provides a high-intensity research environment with world-class facilities and outstanding extramural support for scholarly activities for faculty and students. Dartmouth researchers receive approximately \$200M in external [research funding](#) annually. For FY26, Dartmouth forecasts a \$1.6B baseline in operating expenses, and the endowment stands at more than \$9B. More information on Dartmouth's finances can be found below.

Dartmouth has attracted talented staff who provide business continuity and ensure ongoing operations at the institution with expertise and devotion. Staff members at Dartmouth also serve as higher education professionals who bring expertise to their respective areas and contribute to the overall strategic mission and vision. Dartmouth currently employs 3,128 full-time and 251 part-time staff members.

Frequently ranked one of the most beautiful colleges in America, the Dartmouth campus, located on traditional, unceded Abenaki homelands, is renowned throughout the world for its mountain vistas, towering pines, and pastoral setting in the deep green Upper Connecticut River Valley. That natural splendor lends a significant layer to the community's compelling sense of place.

Mission

Dartmouth educates the most promising students and prepares them for a lifetime of learning and of responsible leadership through a faculty dedicated to teaching and the creation of knowledge.

Core Values

- Dartmouth expects academic excellence and encourages independence of thought within a culture of collaboration.
- Dartmouth faculty are passionate about teaching our students and are at the forefront of their scholarly or creative work.
- Dartmouth embraces diversity with the knowledge that it significantly enhances the quality of Dartmouth education.
- Dartmouth recruits and admits outstanding students from all backgrounds, regardless of their financial means.
- Dartmouth fosters lasting bonds among faculty, staff, and students, which encourage a culture of integrity, self-reliance, and collegiality, and instill a sense of responsibility for each other and for the broader world.
- Dartmouth supports the vigorous and open debate of ideas within a community marked by mutual respect.

Strategic Initiatives

At her inauguration, President Beilock shared her vision for Dartmouth, which was crafted following a listening tour with hundreds of faculty, students, staff, and alumni. That plan for the future focuses on leveraging distinctive aspects of Dartmouth where it can have an unparalleled impact on education and research, and how it can “drive impact faster and further than ever before.” The five areas outlined include:

Innovation and Impact: With over \$200M in annual research expenditures and discoveries ranging from the birthplace of artificial intelligence to the coronavirus spike protein, Dartmouth students, alongside top academic researchers, are developing collaborative, high-impact solutions for real-world problems. Dartmouth is committed to advancing the scope, scale, and impact of its innovation, scholarly, and research activities.

Health & Well-being Across the Dartmouth Community: In October 2023, Dartmouth launched [Commitment to Care](#), a comprehensive strategic plan for student mental health and wellness, and announced the appointment of the institution’s first-ever [chief health and wellness officer](#). In July 2024, Beilock announced the creation of the role of [senior vice president for community and campus life](#). The president has also made it a major priority to increase housing, including through strategic purchases of real estate on [West Wheelock Street](#) that will expand student housing near the heart of campus.

Diverse Lived Experiences and Free Expression: In January 2024, Dartmouth launched [Dartmouth Dialogues](#), a wide-ranging series of initiatives and programming that facilitates conversations and builds skills among students, faculty, and staff, bridging political and personal divides. Among the programming is a three-year, first-of-its-kind collaboration with the [StoryCorps One Small Step program](#).

Environmentally Responsible Campus and Planet: In April 2024, Dartmouth made the [largest investment in sustainability in Dartmouth’s history](#)—\$500M to reduce campus carbon emissions by 100% by 2050. The investment is part of the [Dartmouth Climate Collaborative](#), which includes the [Climate Futures Initiative](#), an effort to capitalize on Dartmouth’s strengths to drive climate scholarship and solutions.

Center Dartmouth for Life: Alumni-driven philanthropy is an institutional strength, including a recent [transformative \\$150M bequest](#) and the [largest gift dedicated to the arts in Dartmouth’s history](#). Dartmouth is building on its deep connections within its community and recently announced a search for an executive director to lead the creation of a new [Dartmouth Center for Career Design](#) that will be oriented toward serving students and alumni throughout their careers.

Academics

Undergraduate Education

The [School](#) of Arts and Sciences offers a four-year program in the liberal arts with more than 40 academic departments. For the 2029 class, the first class in five years that was required to submit SAT or ACT scores, Dartmouth received 28,230 applications. With an acceptance rate of 6%, the admissions process is extremely selective. Dartmouth led the nation to reintroduce testing into the undergraduate admissions process and now continues to use data to evaluate testing within the context of each applicant's high school environment, rather than focusing on institutional testing means. This year, for example, nearly 92% of the admitted class had standardized test scores that rank among the top 25% of test-takers at their high schools. Those invited to join the Class of 2029 live in all 50 states, the District of Columbia, and Puerto Rico, as well as 57 other nations. When ranked, 96% of those accepted for the Class of 2029 are in the top 10% of their high school graduating class, and more than a quarter are projected to graduate as the valedictorian or salutatorian of their senior class. In a further indication of Dartmouth's ability to attract students from the broadest cross-section of society—an admissions priority—16% are in the first generation in their families to attend a college or university, 56% attend a public high school, 15% live in a rural environment, and an estimated 22% of the admitted U.S. Citizens and permanent residents qualified for a Pell Grant, the federal aid program for students from the nation's lowest-income households.



A year-round academic calendar provides opportunities for study abroad and off-campus experiences. Prior to the pandemic, more than 50% of Dartmouth's undergraduate students participated in one or more of the 40+ off-campus programs led by Dartmouth faculty in approximately 30 countries throughout the world. More than 20% of students participate in intercollegiate athletics at the NCAA Division I level, an experience that plays an important role in the development of many Dartmouth students.

Graduate and Professional Education

Since 1885, when Dartmouth awarded its first Ph.D., graduate studies at Dartmouth have combined world-class research facilities with an outstanding faculty. The Guarini School of Graduate and Advanced Studies, formed in 2016, awards all Ph.D., MS, and MA degrees across a broad range of programs, including several interdisciplinary and doctoral programs connected to the professional schools at Dartmouth. Guarini is home to more than 850 graduate students.

The Geisel School of Medicine is the nation's fourth-oldest medical school and combines clinical and basic science expertise across Dartmouth and its four primary, affiliated teaching hospitals: [Dartmouth Hitchcock Medical Center](#), the [Veterans Affairs Medical Center](#) in White River Junction, VT; [California Pacific Medical Center](#) in San Francisco, and [Indian Health Service](#) medical centers. In addition to the MD degree (395 students), Geisel offers graduate education (nearly 140 students) in the biomedical sciences, public health, and healthcare delivery science.

The School of Engineering was founded in 1867 by General Sylvanus Thayer as the first professional school of engineering in the United States. Its goal was to integrate liberal arts into the development of excellence in

technical skills. Thayer administers both the undergraduate Bachelor of Arts degree in engineering sciences and the Bachelor of Engineering degree and enrolls 250 graduate students at the master's and doctoral levels.

In 1900, Dartmouth also established the first graduate school of management, the Tuck School of Business. It has long been recognized as a top 10 business school and enrolls about 590 MBA students. The Tuck School is distinguished by its personalized education and rigorous self-analysis approach to leadership development.

Leadership



Sian Leah Beilock, President

[Dr. Sian Leah Beilock](#) was elected the 19th President of Dartmouth and began her tenure on June 13, 2023. A distinguished cognitive scientist, President Beilock is one of the world's foremost experts on performance under pressure, receiving the 2017 Troland Award from the National Academy of Sciences. She is also a member of the American Academy of Arts & Sciences, one of the highest honors in her field. Under her leadership, Dartmouth has used a data-driven approach to lead the Ivies in reinstating standardized testing as part of the holistic admissions

process; drastically expanded affordability for middle-income families; championed the importance of having dialogue across differences; and recommitted to its moniker as the Big Green with a historic \$500M investment in sustainability. She has worked closely with Fortune 500 companies, professional sports teams, and public sector leaders to build high-performing teams and create environments that attract, retain, and get the best out of their talent. President Beilock has authored 120 peer-reviewed papers, as well as two critically-acclaimed books—*Choke* and *How the Body Knows Its Mind*—that have been published in more than a dozen languages. Her 2017 TED talk on performing under pressure has been viewed more than 2.7 million times. Previously, President Beilock served as President of Barnard College at Columbia University and Executive Vice Provost at the University of Chicago, where she was also the Stella M. Rowley Professor of Psychology.



Lee Coffin, Vice President and Dean of Admissions & Financial Aid

Lee Coffin has served as Dartmouth's Dean of Admissions and Financial Aid since 2016. He also served as Dartmouth's Vice Provost for Enrollment from 2016 to 2023 and was promoted to Vice President in September 2023. Prior to joining the Dartmouth administration, he served as Dean of Undergraduate Admissions at Tufts University from 2003 to 2016 and as Dean of Admission at Connecticut College from 1995 to 2001. He held the Millet Chair in Admissions at Milton Academy from 2001 to 2003 and has served administrative appointments in

advancement at Trinity College and freshman advising at Harvard College. In addition to his administrative roles, Lee was an adjunct lecturer on education for 10 years at the Harvard Graduate School of Education, where he taught a seminar entitled "Principles & Policy Issues of College Admissions." He currently hosts a weekly admissions news and discussion podcast, "The Admissions Beat." He earned his BA with Honors in history from Trinity College in 1985 and a Master of Education in administration, planning, and social policy from Harvard University in 1990.



G. Dino Koff, Assistant Vice President and Executive Director of Financial Aid

Dino Koff is Dartmouth's Assistant Vice-President and Executive Director of Financial Aid. He has been a leader in the financial aid field for nearly 30 years and at Dartmouth College for 18 years. Prior to his undergraduate appointment as Director of Financial Aid in 2015, Dino was the Associate Dean of Student Services at the Geisel School of Medicine, formerly Dartmouth Medical School. In this role, he managed all aspects of the student services. He has served on the NASFAA Board of Directors as a Regional Past President and a Commission Director. Dino presents at conferences, high schools, and CBOs, helping families navigate the complexities of funding higher education. He earned a BA from SUNY Cortland in history and political science along with a secondary social studies teaching license. His MS in personal financial planning is from Kansas State.

Hanover, New Hampshire

Located in the heart of New England, [Hanover, New Hampshire](#), is a vibrant and picturesque town that offers a unique blend of natural beauty, cultural richness, and small-town charm. Home to Dartmouth, Hanover enjoys a dynamic atmosphere filled with academic energy, arts, and innovation. The town is nestled along the Connecticut River and surrounded by the scenic Upper Valley, offering residents a peaceful yet stimulating environment to live and work.

Hanover is known for its exceptional quality of life. With a population of just under 9,000, it maintains a strong sense of community and safety. Crime rates are significantly lower than the national average. The town's walkable downtown features locally owned shops, cozy cafés, and a variety of restaurants, all contributing to a welcoming and connected lifestyle. Cultural venues like the Hopkins Center for the Arts and the Hood Museum of Art provide year-round access to performances, exhibitions, and lectures.

Hanover offers four-season recreation, including hiking, skiing, kayaking, and biking. The Appalachian Trail runs right through town, and nearby mountains and lakes provide endless opportunities for adventure. Winters are snowy and picturesque, while summers are mild and perfect for exploring the region's natural beauty. Despite its rural charm, Hanover is well-connected, with the Lebanon Municipal Airport just minutes away and Boston a two-hour drive.

Families and individuals alike benefit from Hanover's excellent public schools, top-tier healthcare at Dartmouth-Hitchcock Medical Center, and a diverse, inclusive community. While the cost of living is higher than the national average, it is balanced by the town's amenities, safety, and overall livability. Whether you're seeking a fresh start or a new adventure, Hanover offers a rare combination of tranquility, opportunity, and cultural depth.



Procedure for Candidacy



All applications, nominations, and inquiries are invited. For fullest consideration, candidates should provide, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Dartmouth College in this search. The priority application deadline for candidate materials is **June 10, 2026**.

Applications should be submitted through the [WittKieffer Candidate Portal](#).

Nominations and inquiries can be directed to WittKieffer consultants Christy Pratt, Robert Springall, and Roxana Woudstra at rwoudstra@wittkieffer.com

Dartmouth College is committed to the principle of equal opportunity for all its students, faculty, employees, and applicants for admission and employment. For that reason, Dartmouth does not discriminate on the basis of race, color, religion, sex, age, sexual orientation, national origin, disability, or status as a disabled or Vietnam era veteran in its programs, organizations, and conditions of employment and admission.

Please refer to the College policy on equal opportunity and resolution procedures:

[Dartmouth College Nondiscrimination and Anti-Harassment Policy and Resolution Procedures](#)