What Really Drives Enrolment Demand?

Presented by:
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What We’re (Really) Trying to Achieve
Marketing Mantra

MONEY follows PERFORMANCE when VALIDATED
The Danger of the “Merely Good”

“Sustained excellence requires a disciplined approach that focuses on the important (rather than the urgent), and knows/takes action on the critical questions rather than the interesting questions (e.g. Stability Markers).”
The ISM X™

Executive Leadership

Internal Marketing

Healthy School Culture

Internal Marketing

SP/SFP

Board Leadership/Strategic Board

STUDENT DEMAND/ENROLLMENT (WAITING POOLS)

RESERVES DEBT (↓) ENDOWMENT
The ISM X™

Executive Leadership

- Student Demand/Enrollment (Waiting Pools)
- RESERVES DEBT (↑) ENDOWMENT

Internal Marketing
Healthy School Culture

- Faculty PD
- Facilities Quality
- Employee Benefits
- SP/SFP
- Master P/F Plan
- Trustee Education
- Donor Cultivation

- Faculty Salaries
- % Cvg. Hard Income
- Board Leadership/Strategic Board
- Professed Board
- Development Office Mgmt.
The ISM X™

Internal Marketing
Healthy School Culture

Student Demand/Enrollment (Waiting Pools)

Executive Leadership

SP/SFP
Board Leadership/Strategic Board

Faculty PD
Facilities Quality
Employee Benefits

SP/SFP
Master Plan
Trustee Education
Donor Cultivation

Faculty Salaries
% Cvg. Hard Income
Board Leadership/Strategic Board
Profiled Board
Development Office Mgmt.

Reserves Debt (ENDOWMENT)
Behaviors of the Strategic Board

• Understands its REAL constituents
• Is Strategic vs Operational
• Is Viability Focused (Strategic Planning/Culture of Philanthropy)
• Is Selective (Board Profiling)
• Is Reflective of its Culture (Board Self-Evaluation)
• Is Supportive of the Head (HSE Committee, Effective Head Evaluation, Public Support of the Head)
• Is Courageous (Enforces Due Diligence, Coaches Off Ineffective Members)
The ISM X™

Internal Marketing
Healthy School Culture
Internal Marketing

Executive Leadership

STUDENT DEMAND/ENROLLMENT (WAITING POOLS)

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Faculty Salaries
% Cvg. Hard Income
Board Leadership/Strategic Board
Professed Board
Development Office Mgmt.
The Three Levers of Financial Equilibrium

- Compensation
- Hard Income
- Student/Staff Ratio
Financial Equilibrium

- Class Size
- Faculty Salaries
- Tuition
Financial Equilibrium

Small Class Size + High Faculty Salaries + Low Tuition = INSOLVENCY
Financial Equilibrium

Small Class Size + Low Faculty Salaries + Low Tuition = SOLVENCY
Financial Equilibrium

Small Class Size + High Faculty Salaries + HIGH Tuition = SOLVENCY
How much can our parents afford?
Deconstructing the Myths

What is our mission?

What kind of school do we need to deliver that mission?

How much does that school cost?

How many students do we have?

What must we charge as a result of the answers to these questions above?
The ISM X™

Internal Marketing
- Healthy School Culture
- Internal Marketing

Executive Leadership

Executive Leadership

STUDENT DEMAND/ENROLLMENT (WAITING POOLS)

RESERVES DEBT (↑) ENDOWMENT

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Reaffirm your school’s purpose, and theirs, by drawing them into a deep relationship with your school’s “why.”

Mission Statement

Portrait of the Graduate

Characteristics of Professional Excellence

Strategic Plan/Strategic Financial Plan
Mission Statement

◆ Should strive to answer the question: why does our school exist?
◆ Should strive to distinguish your school from all others
◆ Should be short enough in length that faculty and students can internalize it—like a mantra
◆ Should serve as the guiding document for why you do what you do
◆ Which is to say: everything you do should be driven by your mission, which is your “reason for being”
What is the Portrait of a Graduate?

◆ Describes the student who graduates from your school, having been transformed by their experiences with you
◆ Ideally not more than five statements that describe not only who the student is, but how that student will be compelled to act in the world because of who they are
What are Characteristics of Professional Excellence?

- Focus on behaviors, values, and attitudes that must be present in strength within your faculty for your mission to come alive and the promise of the student you described in the Portrait of a Graduate to be fulfilled.

- The list of 10-15 (or less) descriptors may be both operational and aspirational.
The Organizational Impact of Purpose & Outcome Statements

- Curricular and Programmatic Decisions
- Budgetary Priorities
- Schedule Implications
- Internal & External Marketing
- Parent Relations
- Case for Advancement
- System Wide Recruitment & Evaluation Frameworks
- Data Collection
- Meaning Creation & Reinforcement
“Significant capacity building takes months and years, not hours…”

From Servant Leadership 2002 Paulist Press
Professional Leaders

Place students at the center of the conversation . . .

Increase the capacity of every adult in the school . . .
The Organizational Impact Of Faculty Culture

- Student Performance & Enthusiasm
- Faculty Retention
  - The “who” of poor retention
  - The cost of poor retention
- Internal Marketing & Parent Relations
- Enrollment Demand

“The core strategic role of the administration is the translation of money and structure into a healthy faculty culture”

– I&P Vol. 30, No. 2
Criteria for Selecting a School (and Remaining)

Grade level of student

Student Decision

Parent Decision
Adult Centered (vertical viewpoint)

Math  Science  English  History  Foreign Lang.  Co-curriculars

Faculty View
Student Centered (horizontal viewpoint)

Math | Science | English | History | Foreign Lang. | Co-curriculars

Student View

Faculty View
Core Elements of a Healthy Faculty Culture . . .

- Mission/Purpose
- Conversation/Relationship
  - Listen
  - Question
  - Feedback
  - Listen
- Student Centered
- Predictability and Support
The acronym stands for: Parent Retention and Education Program

A PREP is: a systemic and systematic plan that focuses and coordinates all the school’s efforts related to parent relations and retention.

“Systematic bragging and bonding”
MONEY follows PERFORMANCE when VALIDATED