Enrollment Management
Not Just for Your Admission Office

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SSATB
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www.admission.org
About SSATB

• Nonprofit membership association founded in 1957
• Mission-driven services to aid in student recruitment, selection, and retention
  • Assessment
  • Research, trends, reports
  • Data dashboards
  • Standard application
  • Student prospecting
  • Professional content and training
• 1033 members: U.S., Canada, and worldwide
About Me

• Senior Director of Outreach for SSATB
• Live in British Columbia, Canada
• Worked as an admission director in independent day and boarding schools in the U.S.
• Worked at The Association of Boarding Schools (TABS)
• Admission / Marketing consultant for Canadian schools
• Spend a lot of time meeting with individual schools and groups of schools – in the U.S., Canada, and worldwide – to strategize about enrollment management issues and to discuss industry trends
Defining the Terms

• **Admission** is the process whereby students are recruited for and admitted to your school.

• **Enrollment management** is an integrated research-based process that guides the annual recruitment, enrollment, and retention of mission-appropriate students in sufficient quantity to ensure current and future financial sustainability.
Strategic Enrollment Management

- Market Research & Strategy
- Tuition & Financial Aid Strategy
- Composition of the School Community
- Student Educational Outcomes
- Recruitment & Selection of NEW Students
- Educational Program & School Brand
- Retention of CURRENT Students
Enrollment starts with the funnel.

“The original admission funnel was first introduced in the 1970s as a way of looking at the recruitment and admission process on a more systemic level ... it presents a static view of customers (or prospects) as they “fall out” of interest in a product/service.”

Admissions Lab
Today, the funnel comes in all shapes and sizes.
Yet the Purpose of the Funnel is the Same

• Provide predictive modeling in terms of yield and retention
• Track progress from one year to the next and over time
• Measure your school against peer institutions (assuming common data definitions)
• Identify strengths and weaknesses
• Window into reality of enrollment situation (e.g. how selective are you?)
Forces Shaping Your Admission Funnel

- The Economy (Global, Regional, Local, School-Based)
- Demographics
- Educational Options
- Technology
- Consumer Behavior
- Assessment
- Fit
Forces Shaping Your Admission Funnel

The Economy (Global, Regional, Local, School-Based)
Economic Examples

• The health of the global job market
• The health of the local job market
• The cost of your tuition and your school’s dependence on tuition revenue
• A family’s ability to pay vs. their willingness to pay
Forces Shaping Your Admission Funnel

Demographics
Changing Demographics

Total Fertility Rates
Number of Children Born to Women ages 15-49

Source: OECD Factbook 2013:
Economic, Environmental and Social Statistics

“If they aren’t born, they can’t come to school.”
Chad Tew

SSATB
Forces Shaping Your Admission Funnel

Educational Options
Educational Options for International Families

- Boarding schools in other countries
- Home schooling
- Local host country schools
- Online schools
- Other international schools
Sizing Up the Competition

- Academically rigorous schools
- Deeper learning schools
- Personalized learning schools
- Online schools

Published July 2015
What Did We Learn?

• Free or significantly less expensive
• Launched in the past 10 years
• On a fast growth curve (and going global)
• Already appealing to families who have traditionally selected independent schools
• Have a clearly defined educational philosophy and model
• Can readily and persuasively articulate their value proposition
• Big $ investors
• Truly 21st Century schools in terms of teaching and learning
International schools will not be immune to the competition faced by independent schools in the U.S.

Charter Operator BASIS Opening Private School in China

By Sean Cavanaugh on August 7, 2015 10:01 AM | 1 Comment

UPDATED

BASIS, a charter school network that has garnered widespread attention for its demanding math- and science-focused curriculum, is planning an ambitious expansion—in China, through the opening of a new private school.

Beginning this fall, the school will open its doors to students in Shenzhen, a burgeoning commercial hub located in the Guangdong province, in the southeastern part of the country.
A Growth Industry

• 8,218 international schools
• 4.36 million students
• $39 Billion in fee income (USD)
• 7 countries with 200+ international schools
  China: 556
  UAE: 553

Source: ISC Research
International Schools

Selectivity in Relation to Full Pay Applicants

- 15% Receive more full pay applications than available spots. Manage an extensive wait list.
- 30% Receive more full pay applications than available spots. Manage a small wait list.
- 29% Accept all qualified full pay applicants. Reach net tuition revenue goals by start of school year.
- 10% Reach net tuition revenue goals several weeks into school year.
- 9% Did not reach net tuition revenue goals last year.
- 6% Do not know if net tuition revenue goals met.

Source: SSATB’s 2015 International School Admission Industry Report
## Independent Schools Selectivity & Demand

**SSATB 2015 State of the Industry Survey**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>We received many more applications than available spots and managed an extensive waiting list of students in most grades</td>
<td>11%</td>
</tr>
<tr>
<td>We received more applications than available spots and managed a small waiting list of students in several grades</td>
<td>32%</td>
</tr>
<tr>
<td>We generally accepted all qualified students and reached our enrollment goals by the start of the year</td>
<td>27%</td>
</tr>
<tr>
<td>We did not reach our enrollment goals until several weeks into the school year</td>
<td>7%</td>
</tr>
<tr>
<td>We did not reach our enrollment goals last year</td>
<td>22%</td>
</tr>
<tr>
<td>I do not know</td>
<td>1%</td>
</tr>
</tbody>
</table>
Forces Shaping Your Admission Funnel

Technology
Technology is Great, but Where Have All My Inquiries Gone?

Domestic Day Funnel Median

- Inquiries: 650, 452, 364
- Applications: 231, 191, 180
- Accepted: 120, 114, 111
- Enrolled: 86, 78, 78

Domestic Boarding Funnel Median

- Inquiries: 1391, 1150, 1039
- Applications: 237, 237, 299
- Accepted: 161, 161, 165
- Enrolled: 104, 99, 103

Source: NAIS DASL
Tech Paradox: They Meet You Online, They Discover You in Person
Forces Shaping Your Admission Funnel

Consumer Behavior
Multiple Entry Points & Decision Channels
It’s Like Buying a New Car Every Year: Every interaction with parents reinforces (or not!) their purchase

- Parent-teacher conferences
- Disciplinary meetings
- Grades/teacher comments
- Athletic competitions
- Annual fund ask
- Making tuition payments
WOM Marketing through Brand Advocates: Your Currently Enrolled Families
Forces Shaping Your Admission Funnel

Assessment
Selection
Assessment and Selection Challenges for International Schools

• Determining the student’s level of English language proficiency
• Understanding the different grading systems of students’ current schools
• Differentiating the relative strength of the academic programs of students’ current schools
• Determining potential grade placement within your school
• Assessing the student’s behavior/character
• Acquiring teacher recommendations/references
• Acquiring school records

Source: 2015 International School Admission Industry (SSATB)
Forces Shaping Your Admission Funnel
Fit: Do you know why families are choosing your school (or not)?

• Have an environment that is conducive to learning
• Feel that their child will be comfortable at the school
• The curriculum at the school
• The quality of the teaching staff
• Offer teaching that is designed to develop character
• The school’s record of achievement
• Foster strong teacher-student communication

Source: The Ride to Independent Schools (SSATB)
Top Challenges Cited by International School Admission Directors

1. Competition from other international schools in the area
2. Marketing the school effectively
3. Pressure from head/board to meet enrollment numbers
4. Economic decline in the area
5. Enroling a diverse student body
6. Enrolment limits on the number of students with learning style differences
7. Enrolment limits on the number of ESOL students
8. Declining number of eligible students in the area

Source: 2015 International School Admission Industry (SSATB)
4 Enrollment Indicators of Successful Schools
Successful schools understand and serve a new and different customer.
Loyalty to the Child—Not the Institution
Meet the NEOs – New Economic Order Families
WANTED: AUTHENTIC FIRST-HAND EXPERIENCE

The Most Sought after Resources by Prospective Families

1. More opportunities to interact with current students
2. More information about the academic programs
3. More opportunities to visit class
4. More opportunities to interact with current teachers
5. More information about the admission process/expectations for applicants
6. More information about the faculty
7. More opportunities to interact with current parents
8. More videos of school life
9. More email updates about school activities

Source: The Ride to Independent Schools (SSATB)
Don’t Underestimate the Power of Tour Guides

Tour Guides’ Influence:
✓ 89%

Tour Guide Fall Out:
✓ 30% of visiting students didn’t apply to the school b/c of tour guide

Source: 2011 SSATB Student Survey
As a small example of effective practice, when it comes to tour guides, do you ….

- Calculate win-loss ratio for individual tour guides?
- Train tour guides?
- Solicit feedback/evaluations?
- Allow families to make requests?
- Match tour guides to family interests?
Successful schools deliver value to families.
Primary Reasons for Considering Private School

How important are each of the following factors in deciding to apply to private school for this child? Check all that apply.

- Provide an education that will challenge your child: 97%
- Help your child develop and/or maintain a love of learning: 96%
- Small class size/individual attention: 84%
- Help your child develop a strong moral character: 82%
- Help your child’s emotional and social development: 77%
- Help your child get superior college placement: 74%
- Particular school’s reputation: 61%
- Improve child’s peer group: 52%

Percentages indicate the total respondents that selected the factor as “Extremely Important” or “Very Important.”

Source: The Ride to Independent Schools (SSATB)
Are We Making the Big Program Shifts?

Source: MacArthur Foundation, 21st Century Learning

YESTERDAY
• Knowing
• Teacher-centered
• The Individual
• Consumption of Info
• Schools
• Single Sourcing
• Testing

TOMORROW
• Doing
• Student-centered
• The Team
• Construction of Meaning
• Networks (online peers & experts)
• Crowd Sourcing
• High-Value Demonstrations
Successful schools utilize deep student data to connect with their brand promise.
Traditional Admission Data

- Grades/transcripts
- Teacher recommendations
- Personal recommendations
- Admission test scores
- Audition/portfolio
- Student application essays
- Interview with candidates
- Interview with parents
- Elementary level observation
### Grade 9
**Academic Profile Requirements:** Minimum: Academic credits in the following areas – English, History, Math, Science (pref. Bio. or Earth Science)

<table>
<thead>
<tr>
<th>Standard Measures</th>
<th>Social Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSAT SLEP* TOEFL*</td>
<td>Optimistic, Willing, Engaged, Hard-working, Capable and Kind</td>
</tr>
</tbody>
</table>

### Grade 10
**Academic Profile Requirements:** Minimum: 1 credit in the following areas – English, History, Math (pref. Alg. I), Science (pref. Bio. or Earth Science and Chem.)

* Also: Preferably an art and FL credit

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<td>SSAT SLEP* TOEFL*</td>
<td>Willing, Engaged, Capable and Kind</td>
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### Grade 11
**Academic Profile Requirements:** Minimum: 1 credit in the following areas – English, History, Math (pref. Alg. I and Geo.), Science (pref. Bio. or Earth Science), 1 credit in Spanish or French

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<tbody>
<tr>
<td>SAT ACT SLEP* TOEFL*</td>
<td>Willing, Engaged, Hard-working, Capable and Kind</td>
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</table>

### Grade 12
**Academic Profile Requirements:** Minimum: 1 credit in the following areas – English, History, Math (pref. Alg. I, Geo. And Alg. II), Science (pref. Bio. or Earth Science), 2 credits in Spanish or French

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<th>Standard Measures</th>
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<tbody>
<tr>
<td>SAT ACT SLEP* TOEFL*</td>
<td>Readiness/ Commitment, Willing, Engaged, Hard-working, Capable and Kind</td>
</tr>
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### Grade PG
**Academic Profile Requirements:**
- **English** 4 credits
- **Mathematics** 3 credits (must include the study of Algebra I & II and Geometry, or the equivalent in an Integrated Mathematics program)
- **History** 3 credits (A two-year sequence in U.S. History* is required)
- **Science** 2 credits (lab science)
- **Fine Arts** 1 credit (Studio Arts or Performing Arts)

* A student may complete the needed credits above in 1/1 areas – if more are required summer school would be necessary

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<tr>
<td>SAT ACT SLEP* TOEFL*</td>
<td>Committed to PG experience, Willing, Engaged, Hard-working, Capable and Kind</td>
</tr>
</tbody>
</table>
Cognitive + Character

COLLEGE ADMISSIONS FOR THE 21ST CENTURY
ROBERT J. STERNBERG

BEYOND THE BIG TEST: NONCOGNITIVE ASSESSMENT IN HIGHER EDUCATION
WILLIAM E. SEDLACEK

How CHILDREN SUCCEED

GRIT, CURiosity AND THE HIDDEN POWER OF GROWTH
PAUL TÖBBE

mindset: THE NEW PSYCHOLOGY OF SUCCESS
HOW WE CAN LEARN TO FULFILL OUR POTENTIAL
CAROL S. DWECK, Ph.D.

EducatIon for life and work: Developing Transferable Knowledge and Skills in the 21st Century

ATB
“Non-Cognitive” Assessments
Future Assessment Trends

- Big data
- Digital and personal
- Stealth
- Portfolio
- Game-based
- Collaborative online
Successful schools employ and empower a new breed of admission professional.
Thank You!

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