

From Cruise Director to Chief Revenue Officer:

What Can Higher Education Admission Leaders Teach Independent Schools?



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Main Objectives:

- Discuss How Admission Officer Role Has Changed Over Time, first with colleges, now with Independent Schools.
- Highlight the Skills Needs for Today's Successful Enrollment Professionals.
- Use Contacts in Higher Education as Models for How to Run the Admission Process at our K-12 Schools.

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Yield Your Best

Evolution of the Admission Function



Headmaster/
Headmistress
Era

Receptionist
Gatekeeper
Era

Cruise
Director
Era

Chief Revenue
Officer Era



- Popular schools had to be run efficiently and profitably by (often) men and (sometimes) women of reputation, charisma, and energy.
- Minimal administrative staff
- Heads handled it all themselves, including selection of new pupils.



Headmaster/
Headmistress
Era

Receptionist
Gatekeeper
Era

Cruise
Director
Era

Chief Revenue
Officer
Era



- Sellers' market for schools: growing demand and larger enrollments take up more of Heads' time.
- Admission becomes a clerical function, somewhere between receptionist and gatekeeper.
- Haphazard role, filled by non-leadership staffers handling paperwork and keeping out undesirable elements.

Headmaster/
Headmistress
Era

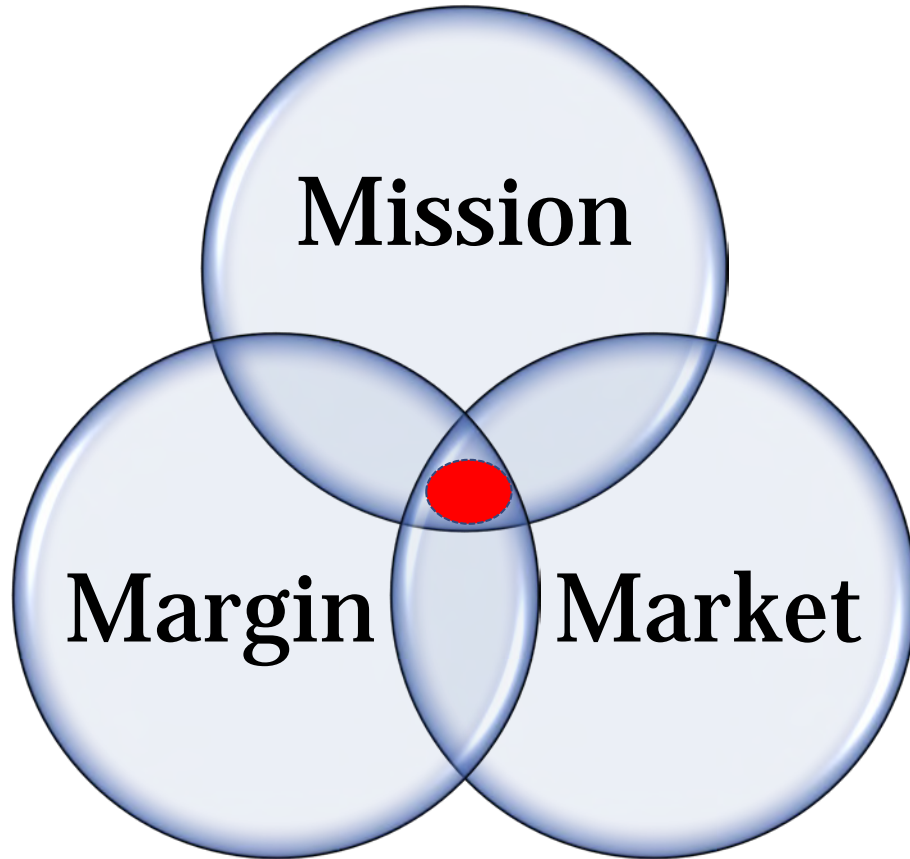
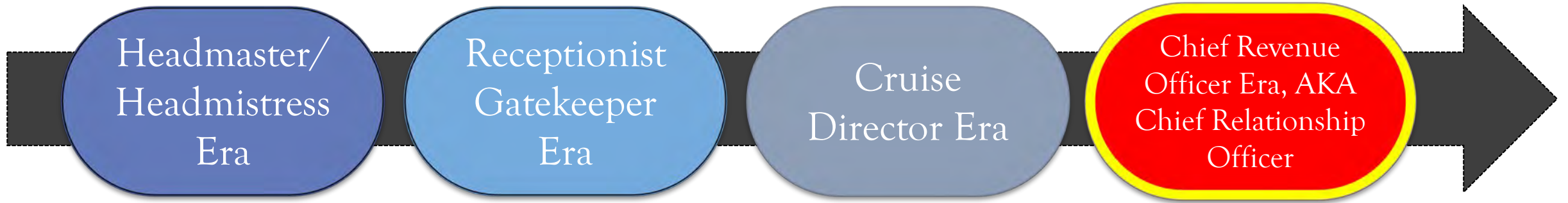
Receptionist
Gatekeeper
Era

Cruise
Director
Era

Chief Revenue
Officer
Era



- **Buyers' Market:** Recruiters, not gatekeepers, needed.
- **All About the Outreach:** Bright smiles, Social Connections, Event Planning, Good Interviewing Skills.
- “Did you make the class?”
- Focus on Front-End Numbers Only.
- Not part of Leadership Team.



- Unpredictable environment of threats to school sustainability.
- Member of leadership team.
- “Did you make the **Budget?**”
- **Direct and Manage:**
 - Admission & Outreach
 - Tuition Discounting (F.A.)
 - Retention
 - Institutional Research for Strategic Planning & Trend Spotting

It's All About Sustainability:

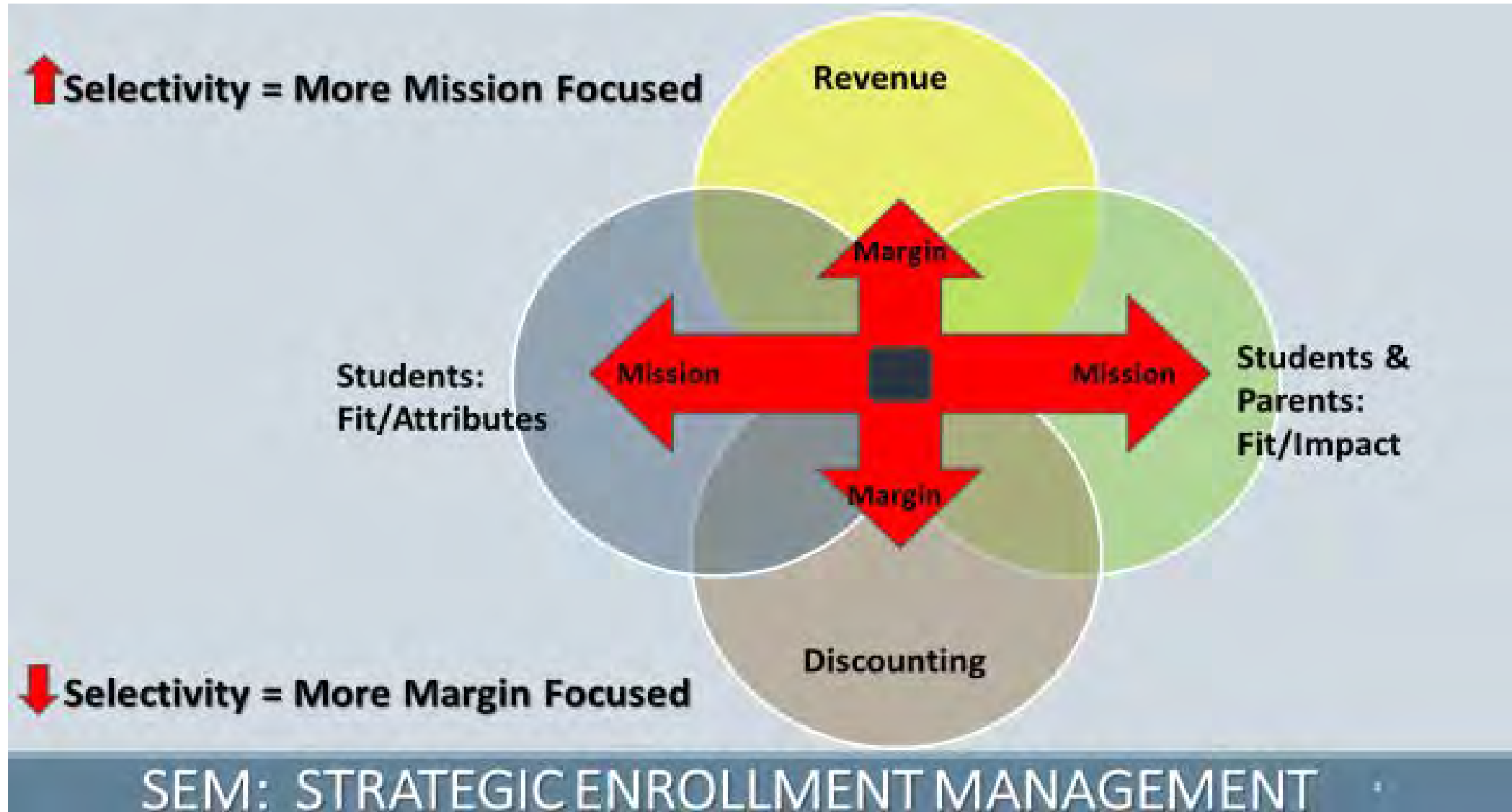
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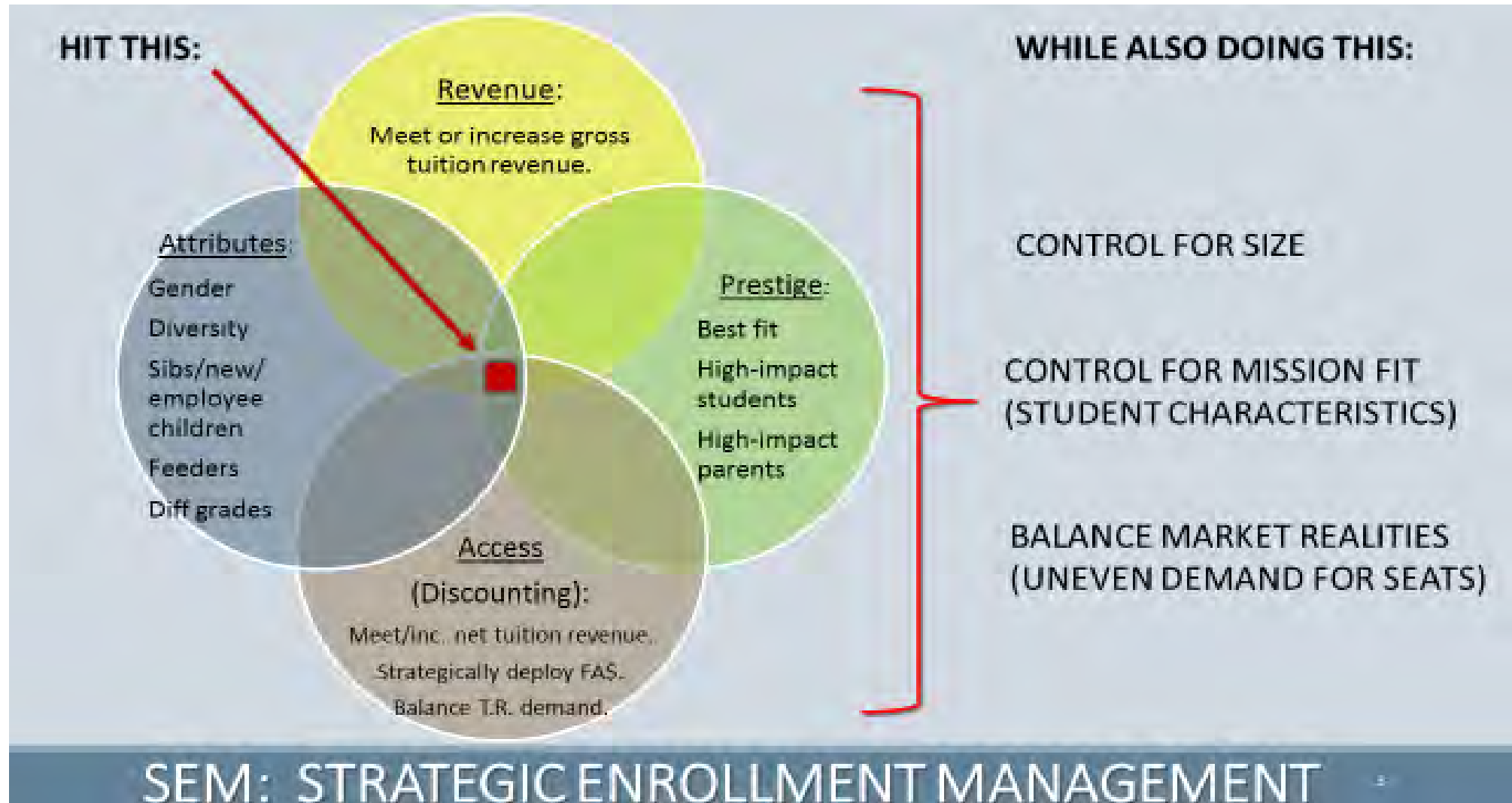
Yield Your Best

- Establish a **Strong Competitive Position**
- Operate like a **Well-Run Business: KPI and Quantifiable Goals**
- Conduct **Research and Planning**
- Differentiate their **Brand**
- Develop their **Competitive Positioning Strategy**

What Do CROs Have to Do?



Is it Attainable?



Policies Strategies mission survival leadership major	<p style="text-align: center;">Time and Attention Graph</p> <p style="text-align: center;">Board's Decisions</p> <p style="text-align: right;">Head's Advice</p>
Partnership authorizations finance policies enrollment employment terms	<p style="text-align: center;">Shared Decisions: Board and Head</p>
Operational admissions staffing program systems	<p style="text-align: left;">Board's Advice</p> <p style="text-align: right;">Head's Decisions</p>

Not on Your Own: Interconnectedness is Vital.



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Times, They are a'Changin': Advice from Higher Education Industry Leaders



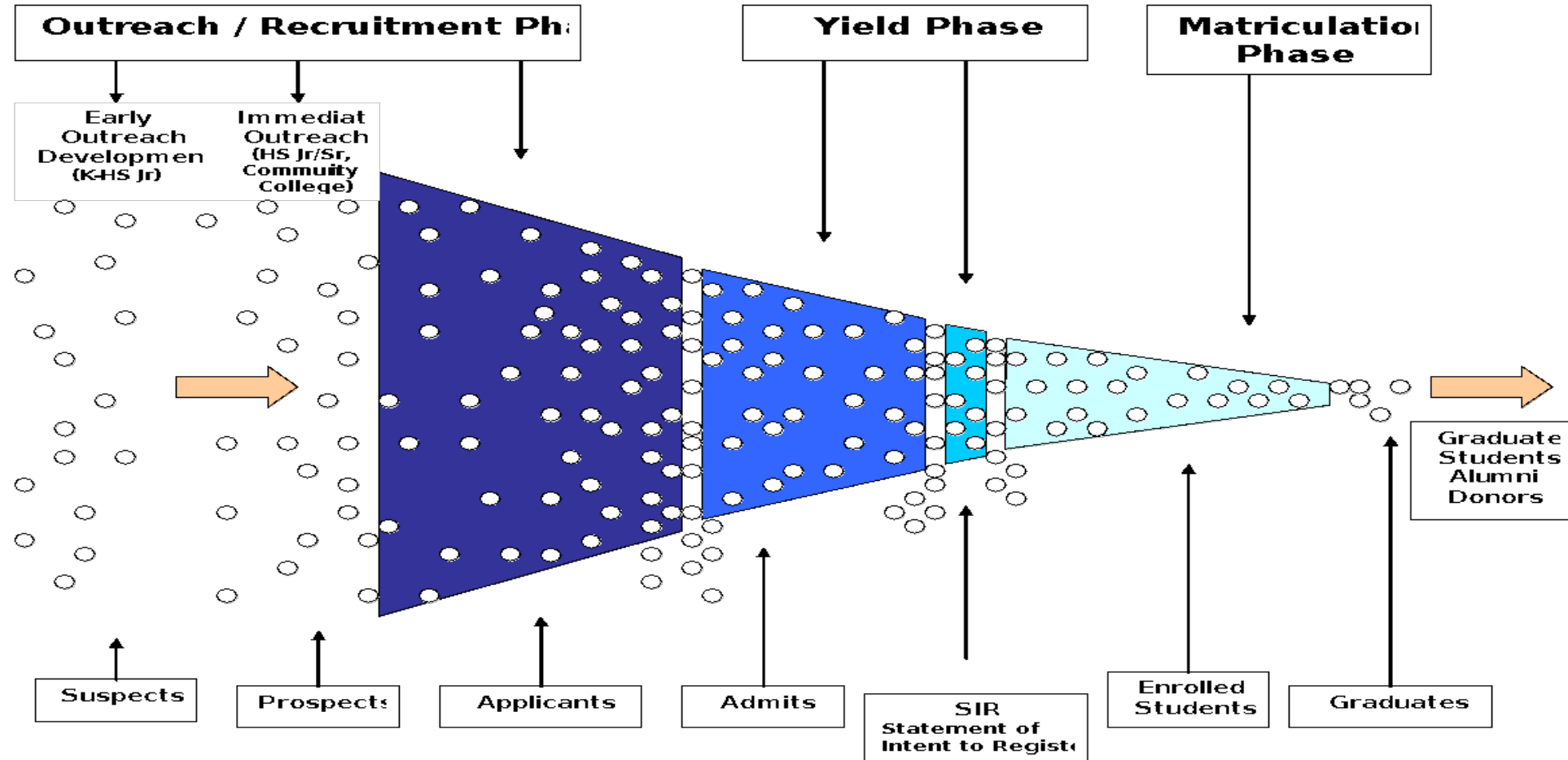
Advice from Higher Education Industry Leaders

College Enrollment Managers – Truth of the Job

- Be *Simultaneously* Visionary and Tactical
- Appreciate Tension between *Personal* Experience of Education and *Impersonal* Approach of Marketing
- Be *Articulate* with Finance Math and Modeling, Data Analysis, Public Speaking, Interpersonal Skills, and Technology
- Hold Senior Staff Position – *Everything* that Happens is *Somehow Related* to Enrollment

Advice from Higher Education Industry Leaders:

ENROLLMENT FUNNEL



Advice from Higher Education Industry Leaders:
What Does Branding, Marketing, and Strategic Planning Have to do with You?

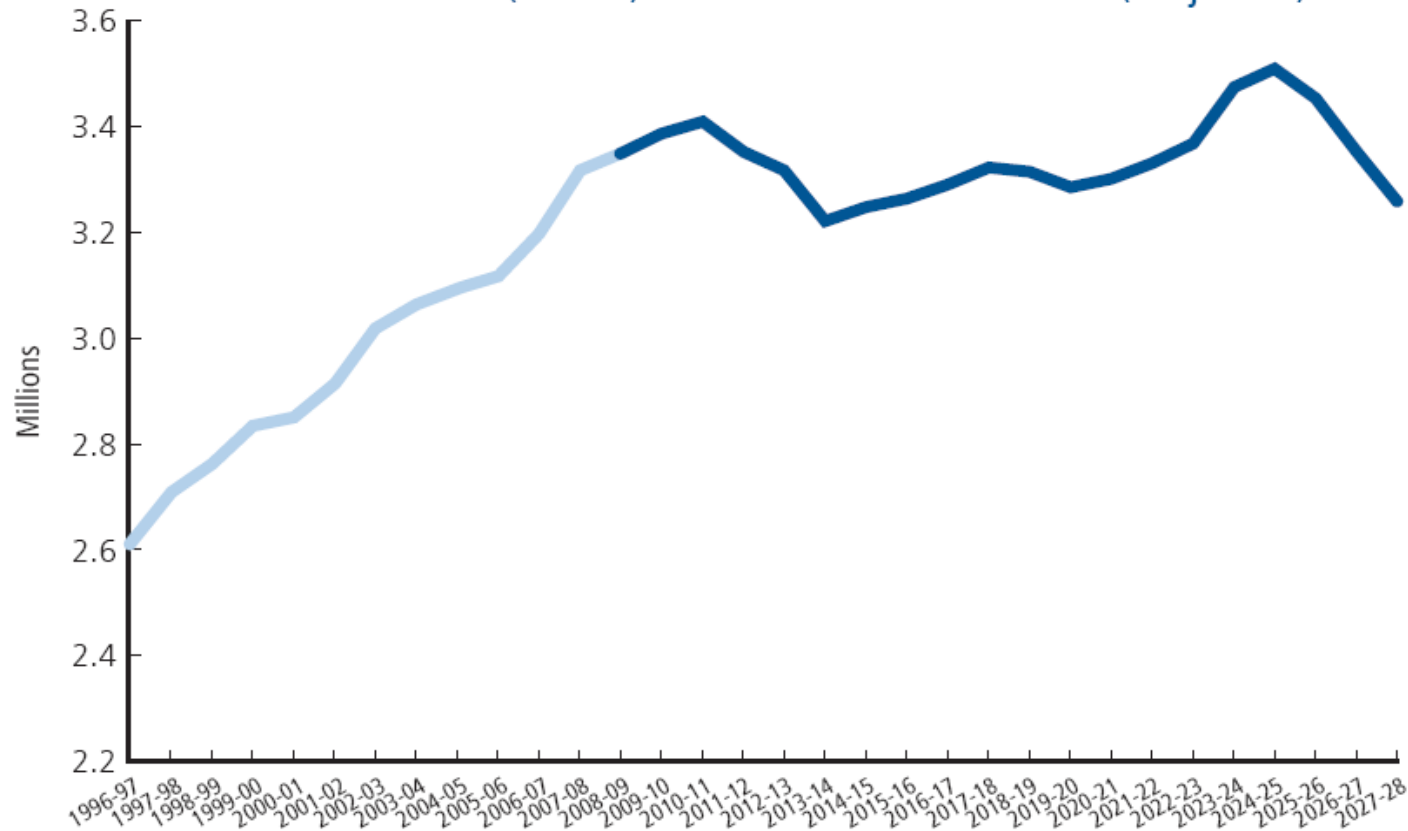


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Figure 2.5. U.S. Public and Nonpublic High School Graduates, 1996-97 to 2008-09 (Actual) and 2009-10 to 2027-28 (Projected)

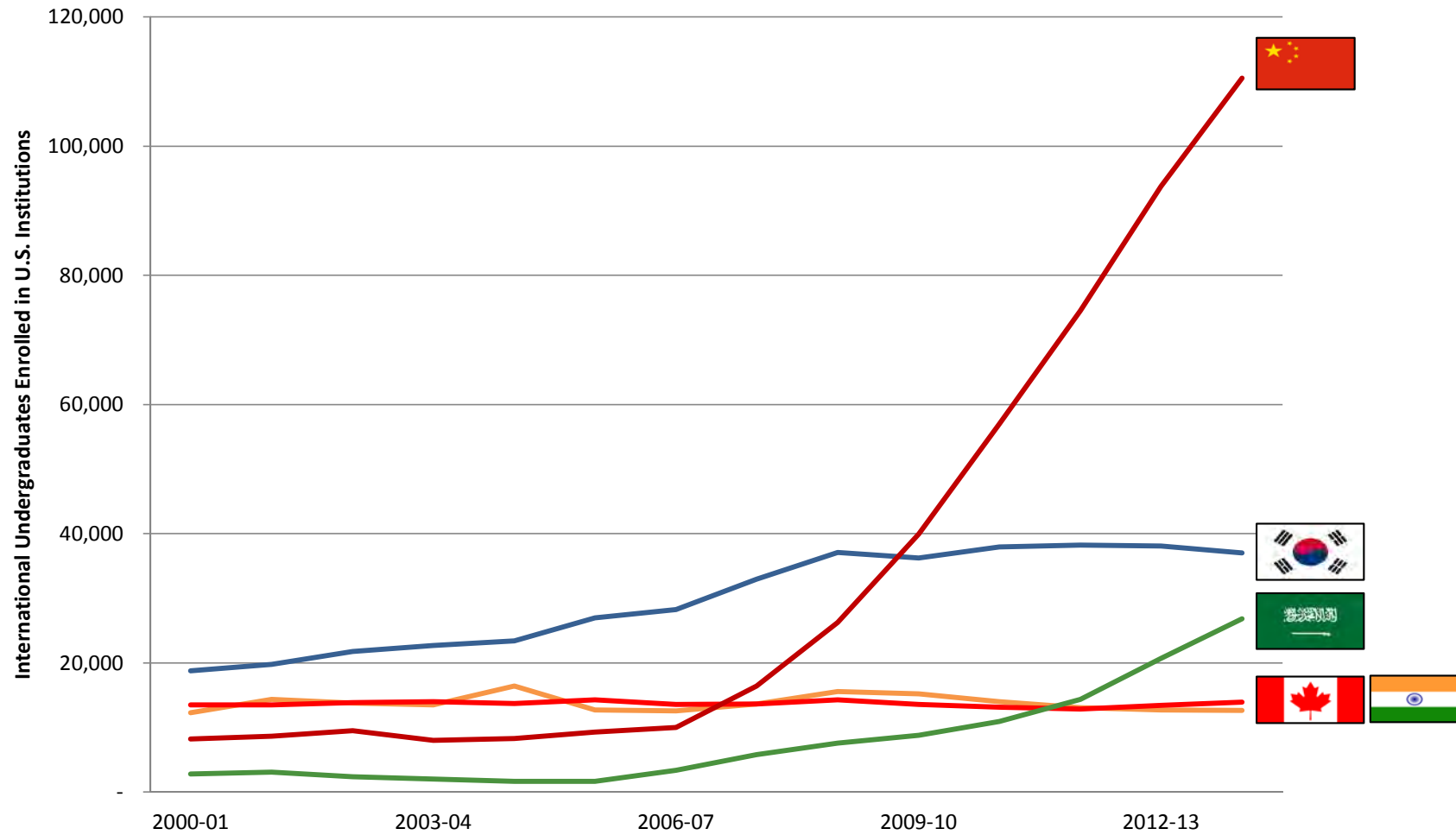


Note: Since the Private School Universe Survey (PSS) is biennial, alternate years include nonpublic graduate estimates based on data from the PSS.

Source: WICHE, *Knocking at the College Door*, 2012

Advice from Higher Education Industry Leaders:

INTERNATIONAL UNDERGRADUATES, PLACES OF ORIGIN



So What Do You Want to Be?

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Admission skill set
that schools
used to need:

**CRUISE
DIRECTORS**



What they need
now to ensure
sustainability:

**CHIEF REVENUE
OFFICERS**



Presentation by Lauren Robert Tew, CCAATS Webinar, April 2012