



**Measuring
Success**

Communicating Your School's Value Proposition: *What the Research from Hundreds of Thousands of Families Says is Key*

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Measuring Success

Enabling Independent Schools to Harness the Power of Data Analytics

- ✓ Established 2003
- ✓ Based in Washington, DC
- ✓ More than 900 clients in the U.S. and Canada
- ✓ Specialize in independent school recruitment, financial sustainability, parent and student satisfaction



“Helping those who do good do better with data.”

Data analytics and visualization

Market Research

Value Proposition Strengthening

Questions We'll Address Today

- **What does the research say about the relationship between tuition and enrollment?**
- **What is “perceived value” and what is its relationship to enrollment?**
- **How do we know what a school’s “perceived value” is?**
- **How can schools optimize their “perceived value”?**
- **Audience Q&A**

Pre COVID-19, Growth Was A Challenge For Most Independent Schools

	Top 3 rd	Middle 3 rd	Bottom 3 rd
Enrollment Growth	+3%	Flat	-2%
Application Growth	+10%	-2%	-13%

COVID-19's Impact Will Not Be Helpful

- School shutdowns and use of distance learning narrow independent school advantages relative to public schools and home schooling
- Job losses, income reductions, and uncertainty will
 - Undercut Current and Prospective Enrollment
 - Undermine Net Tuition Revenue Realization



Poll Question: What Has Your School's Enrollment Trend Been Over the Past 5 Years?



- 1. Increased significantly**
- 2. Increased modestly**
- 3. Stayed about the same**
- 4. Decreased modestly**
- 5. Decreased significantly**

Poll Question: What is the State of Your School's "Qualified" Inquiry Pipeline?

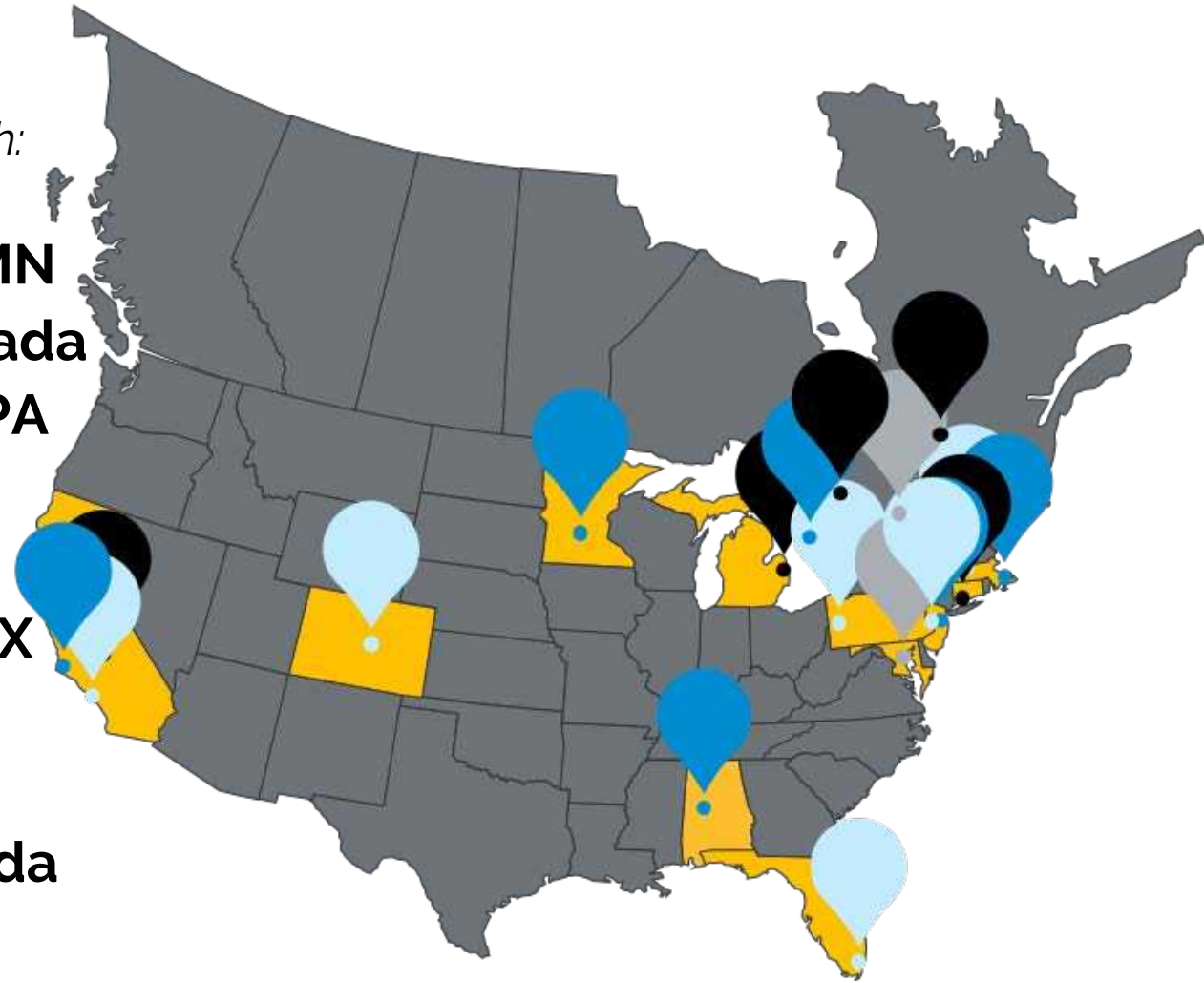


- 1. More than sufficient**
- 2. Sufficient, but just barely**
- 3. Sufficient in some divisions/grades, but needs help in others**
- 4. Insufficient, we could use a lot more**

Field Tested Methodology

Location of some of the schools we've worked with:

1. **Birmingham, AL**
2. **Boston, MA**
3. **Chicago, IL**
4. **Denver, CO**
5. **Detroit, MI**
6. **Fresno, CA**
7. **Hartford, CT**
8. **Los Angeles, CA**
9. **Metrowest, NJ**
10. **Miami, FL**
11. **Minneapolis, MN**
12. **Montreal, Canada**
13. **Philadelphia, PA**
14. **Pittsburgh, PA**
15. **Rockville, MD**
16. **San Antonio, TX**
17. **San Diego, CA**
18. **Stamford, CT**
19. **Toronto, Canada**
20. **Western, MA**

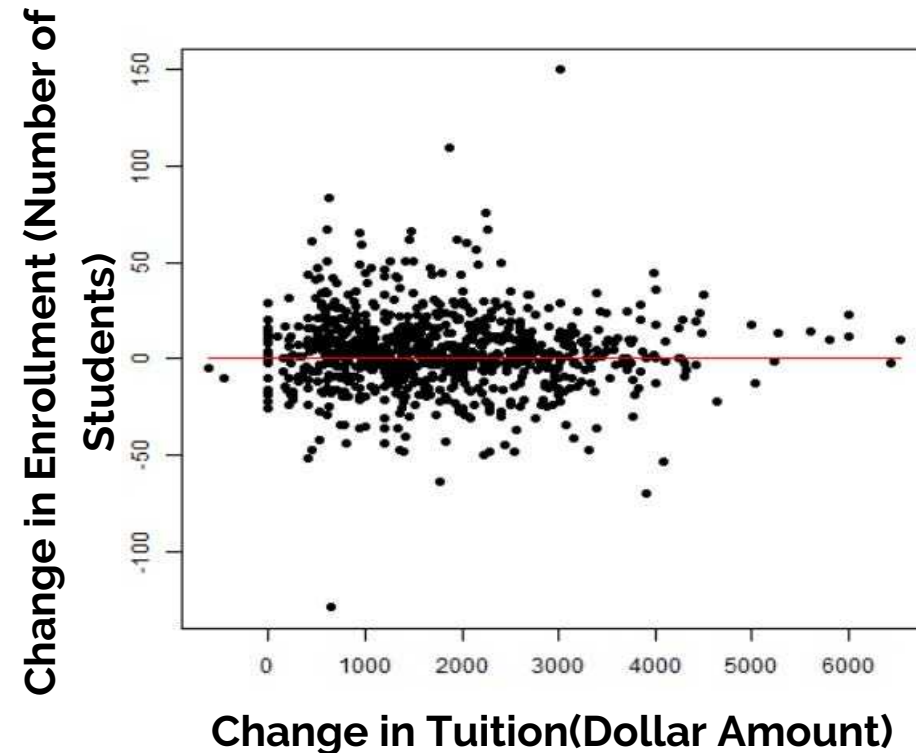


Relationship Between Enrollment Change (% and #) for Whole School Versus \$ Tuition Change

Relationship between Change in Enrollment and Change in Tuition (for Whole School)

Result:

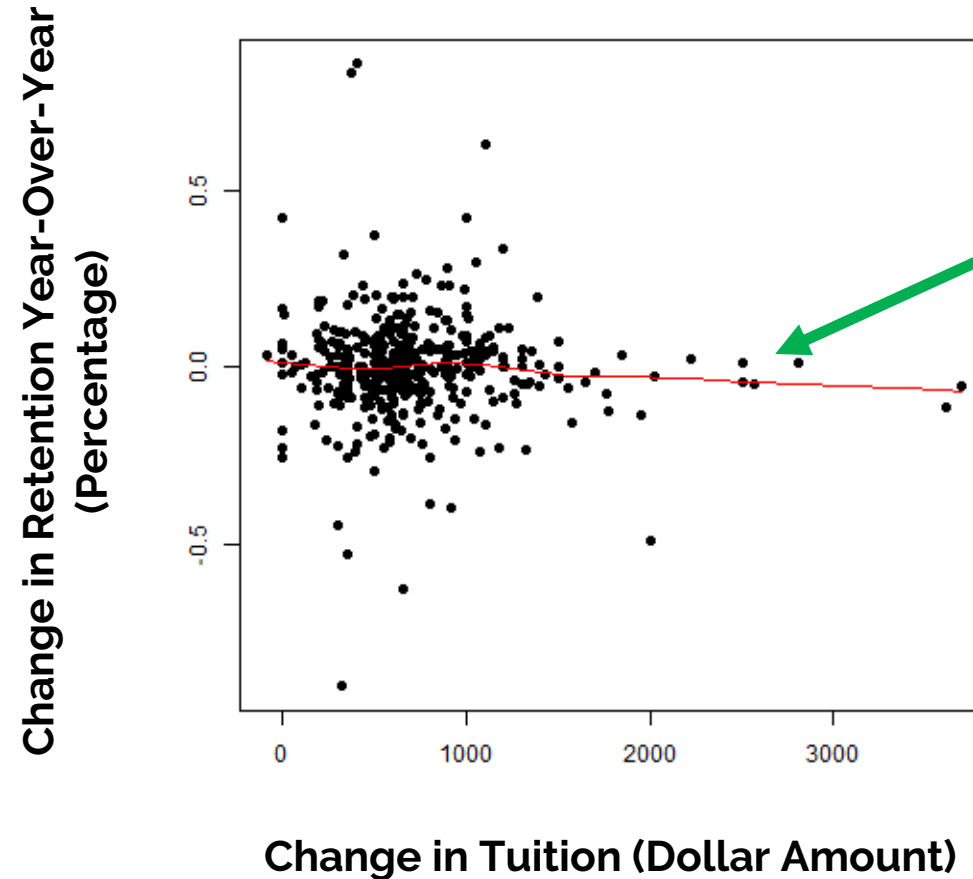
No Relationship



Outcome: Retention Change From Prior Division

Relationship between change in tuition for LS and change in retention rate from preschool to LS

Result:
No Relationship

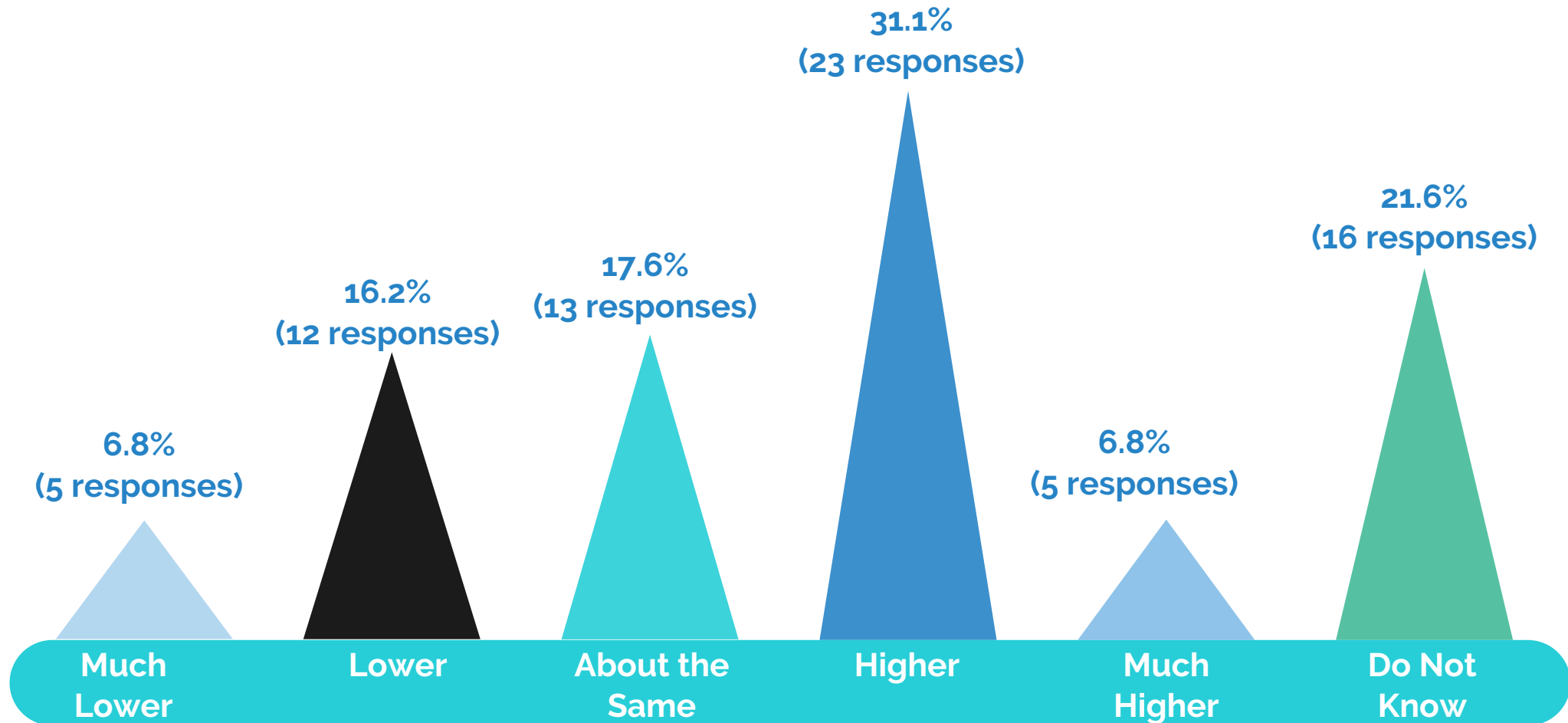


Though line appears to move (moving average), there is no statistical effect

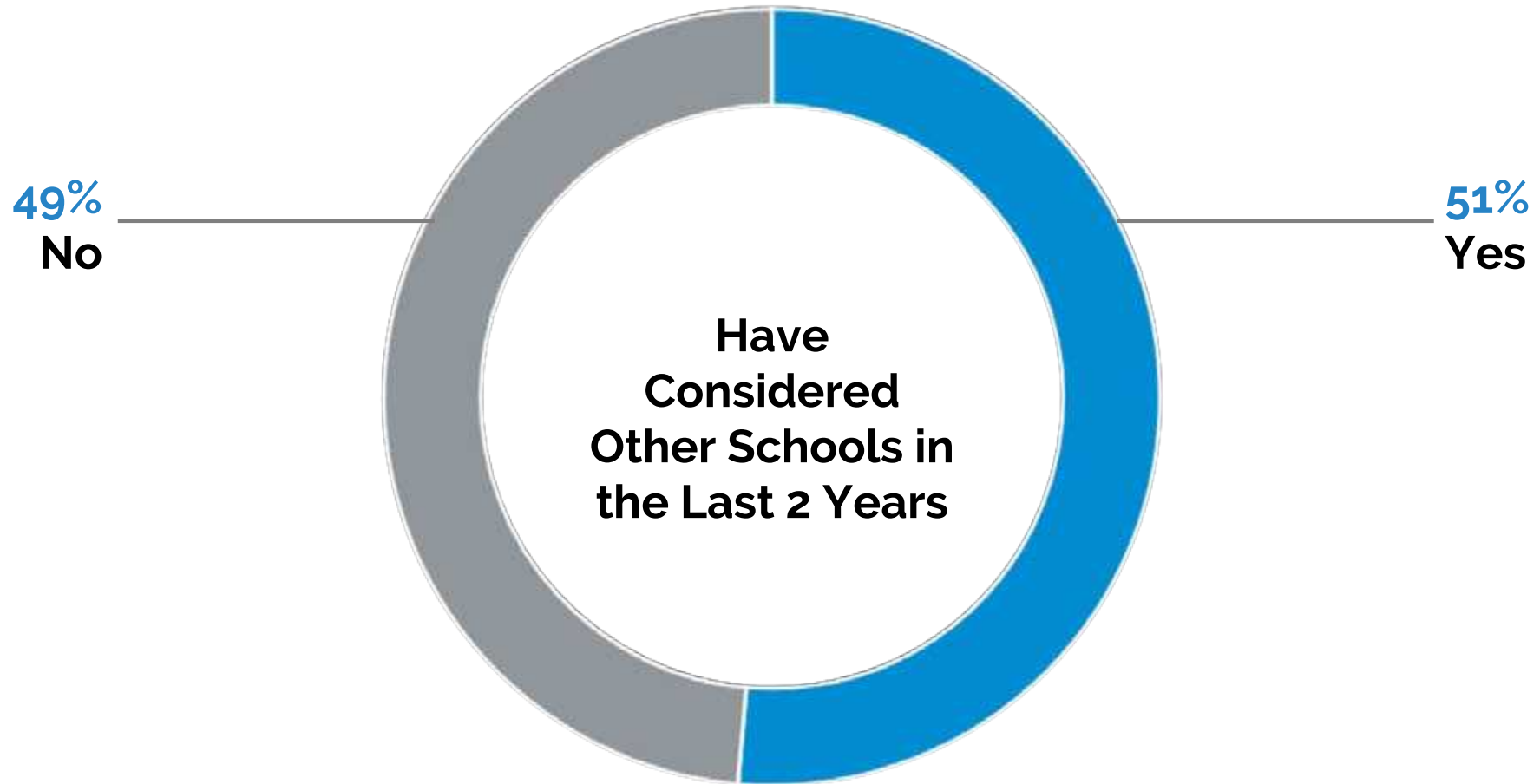
No Relationship Between Tuition Changes and Measures of Enrollment

- Size of school
- Divisions operated
- Price Point
- Entry Point Grades – all points of admission funnel
- Pairs of years, time-series across all years
- Change in outcome variable and predictor examined as % and #
- Controlling for all factors noted earlier

But Perceived Value (Compared to Other Private/ Independent Schools) Does Matter



And Perceived Value Strongly Impacts Retention



The Value Equation That Determines Your **New Enrollment**



PRIME PROSPECT FAMILIES' PERCEPTION OF
YOUR SCHOOL'S VALUE ON OUTCOMES
THAT MATTER TO THEM, MINUS
YOUR TUITION COST

=?

PRIME PROSPECT FAMILIES' PERCEPTION OF
COMPETING SCHOOLS' VALUE ON
OUTCOMES THAT MATTER TO THEM, MINUS
THEIR TUITION COST

What Do You Need to Know to Optimize Your Perceived Value?

- Who are **your school's highest potential prospective families**?
- **What do they value** in terms of school **outcomes**?
- **How well do they perceive your school is delivering**
 - Against those outcomes?
 - Against those outcomes relative to your tuition?
 - Against those outcomes relative to your competition?
 - Against those outcomes relative to your competition and its tuition?

Poll Question: What is the Trend in Your School's Relative Value Equation?



- 1. Positive and Increasingly So**
- 2. Positive, but Losing Ground**
- 3. Negative, but Gaining Ground**
- 4. Negative, and Losing Ground**
- 5. I am not sure**

The Value Equation That Determines Your **Re-Enrollment**



CURRENT FAMILIES' PERCEPTION OF YOUR SCHOOL'S VALUE ON OUTCOMES THAT MATTER TO THEM, MINUS YOUR TUITION COST

=?

CURRENT FAMILIES' PERCEPTION OF **COMPETING SCHOOLS' VALUE ON OUTCOMES THAT MATTER TO THEM, MINUS THEIR TUITION COST**

Poll Question: *In Light of COVID-19, What is the Trend in the Value of Your School's Equation Relative to Current Families?*



- 1. Positive and increasingly so**
- 2. Positive, but losing ground**
- 3. Negative, but gaining ground**
- 4. Negative, and losing ground**
- 5. I am not sure**

**So, How do We Assess
Our School's Perceived
Value in Order to
Strengthen It?**

Step 1: Developing Crystal Clarity About Who Your Prime Prospects Are!



Using Data and Analytics to Understand Who Your School's High Potential Prospects Are

Reflecting hundreds of demographic variables, the lookalike model—applied to the families in your area generates a *prioritized prospect list for your school*



- ✓ Find all relevant families in range of your school using a radius from the school or by ZIP Codes
- ✓ Rank orders prospects based on statistical similarity to your current families
- ✓ Can apply filters (e.g., faith, income, net worth)

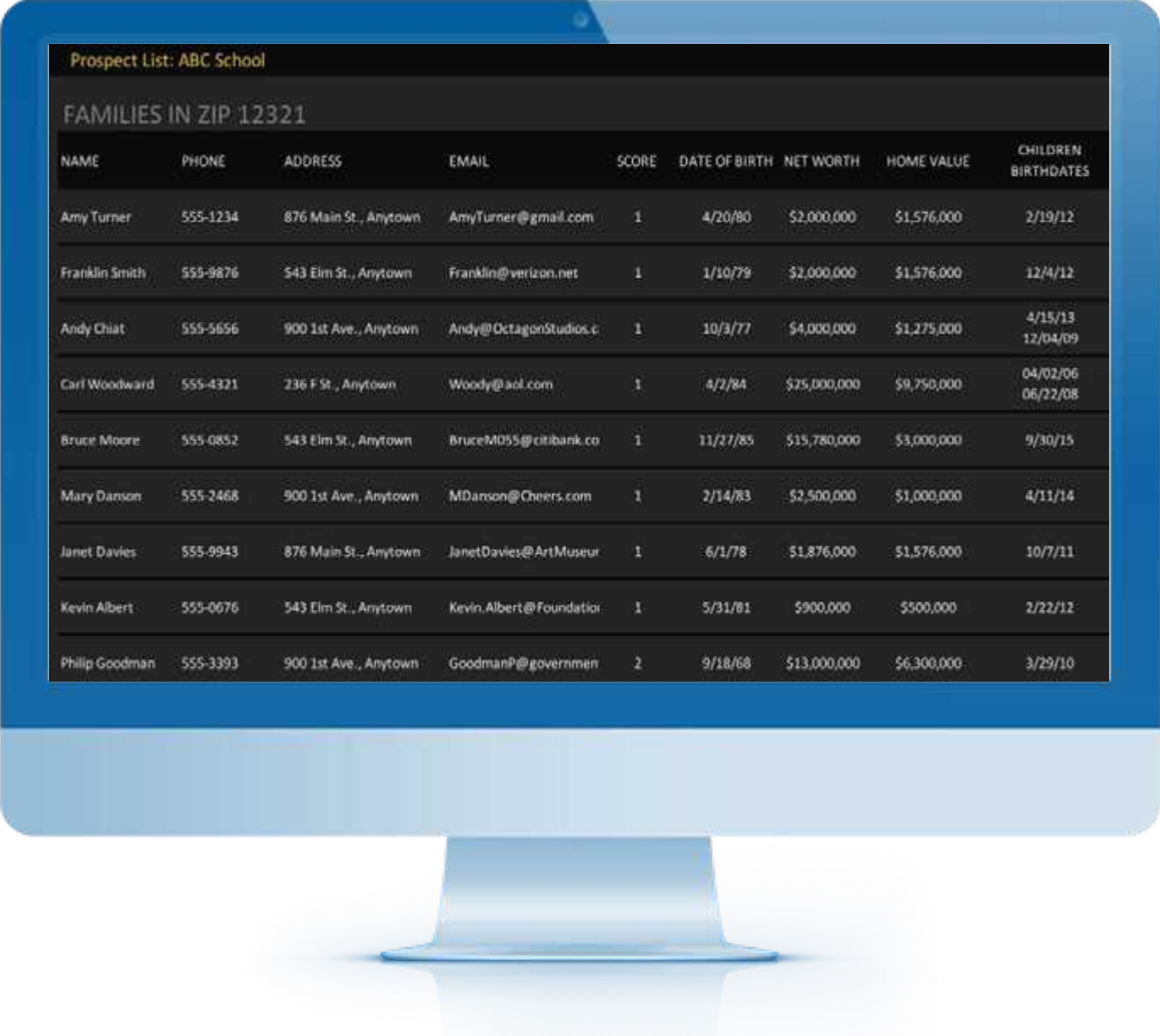


School “A” Profile: Your School Versus the U.S.: What Sets It Apart?

- Distance - **7.5%**
- Home Market Value - **6.8%**
- Parenting Category - **6.4%**
- Percent Hispanic - **6.4%**
- Median Home Value - **5.3%**
- Number of Children - **4.5%**
- Year Home Built - **4.1%**
- Number of Sources of Income - **3.8%**
- Household Income - **3.4%**
- Voting History - **3.1%**
- Voting Ward - **3.1%**
- Household Size - **2.8%**
- Loan to Value Ratio - **2.7%**
- Net Worth - **2.6%**
- Age - **2.0%**

School-Tailored Prospect List

- The modeling process delivers a targeted prospect list with full contact information...and a great deal more!
- Names are ranked with the families most like your current families at the top of the list



Prospect List: ABC School

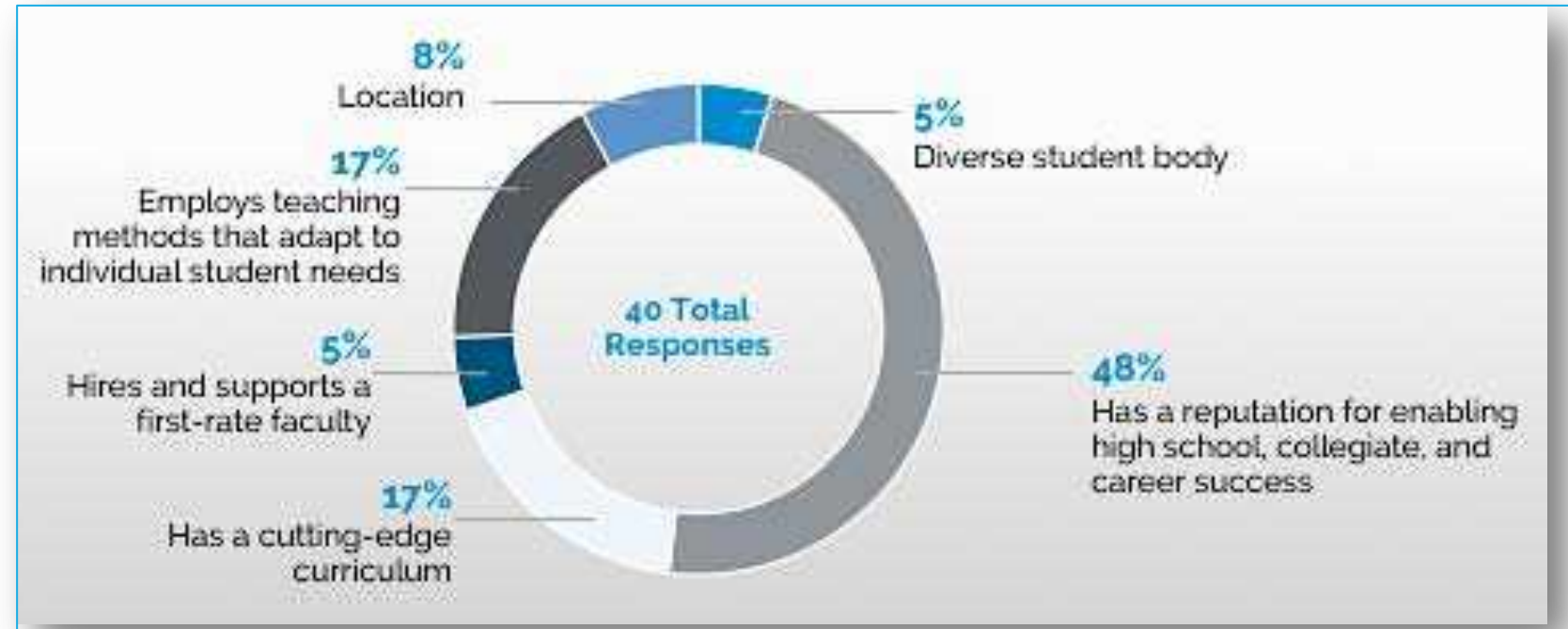
FAMILIES IN ZIP: 12321

NAME	PHONE	ADDRESS	EMAIL	SCORE	DATE OF BIRTH	NET WORTH	HOME VALUE	CHILDREN BIRTHDATES
Amy Turner	555-1234	876 Main St., Anytown	AmyTurner@gmail.com	1	4/20/80	\$2,000,000	\$1,576,000	2/19/12
Franklin Smith	555-9876	543 Elm St., Anytown	Franklin@verizon.net	1	1/10/79	\$2,000,000	\$1,576,000	12/4/12
Andy Chiat	555-5656	900 1st Ave., Anytown	Andy@OctagonStudios.c	1	10/3/77	\$4,000,000	\$1,275,000	4/15/13 12/04/09
Carl Woodward	555-4321	236 F St., Anytown	Woody@aol.com	1	4/2/84	\$25,000,000	\$9,750,000	04/02/06 06/22/08
Bruce Moore	555-0852	543 Elm St., Anytown	BruceM055@citibank.co	1	11/27/85	\$15,780,000	\$3,000,000	9/30/15
Mary Danson	555-2468	900 1st Ave., Anytown	MDanson@Cheers.com	1	2/14/83	\$2,500,000	\$1,000,000	4/11/14
Janet Davies	555-9943	876 Main St., Anytown	JanetDavies@ArtMuseum	1	6/1/78	\$1,876,000	\$1,576,000	10/7/11
Kevin Albert	555-0676	543 Elm St., Anytown	Kevin.Albert@Foundatio	1	5/31/81	\$900,000	\$500,000	2/22/12
Phillip Goodman	555-3393	900 1st Ave., Anytown	GoodmanP@governmen	2	9/18/68	\$13,000,000	\$6,300,000	3/29/10

2. Conducting Research to Understand “Lookalikes” School Choice Factors Delivers a Roadmap to Success

Example from recent field work:

When surveyed, nearly half of respondents indicates the most **influential factor** in their choice for their child(ren)’s preschool to 9th grade years was **Graduate Preparedness**



There are Two Types of Parents

What is Valued?

- The Experience is the Outcome
- The Outcome Over the Experience

2 Views of ABC School

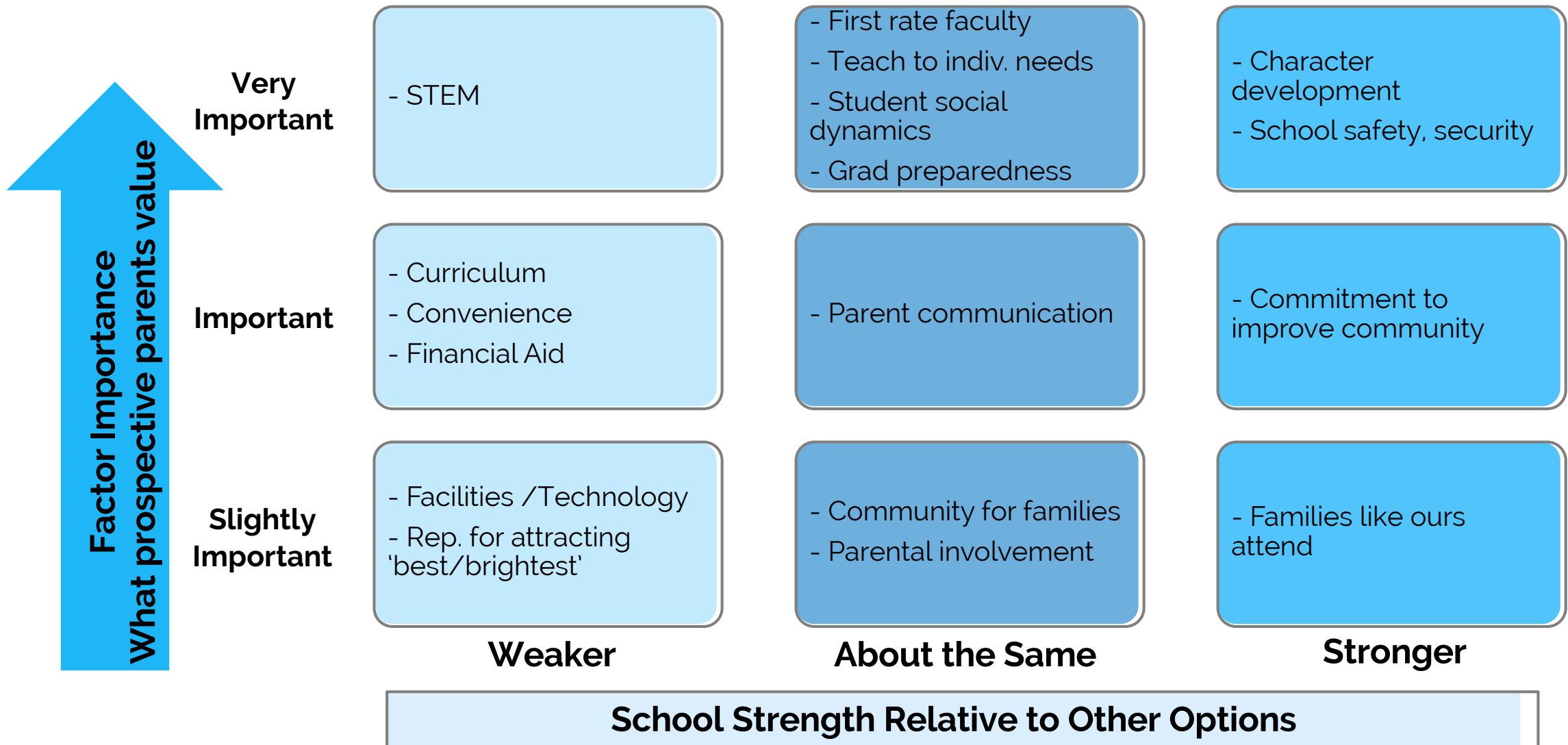
Experiential Parents

- “We want our children to develop a love of learning and then they can learn to deal with stress later down the line. This vision of success appealed to us versus ‘best school and best college and best job.’”
- “For us, success is a well adjusted child and teen, and we hope is that rest comes. First is love of learning and love for school.”
- “We were excited to send our children to a school that celebrated the whole body.”

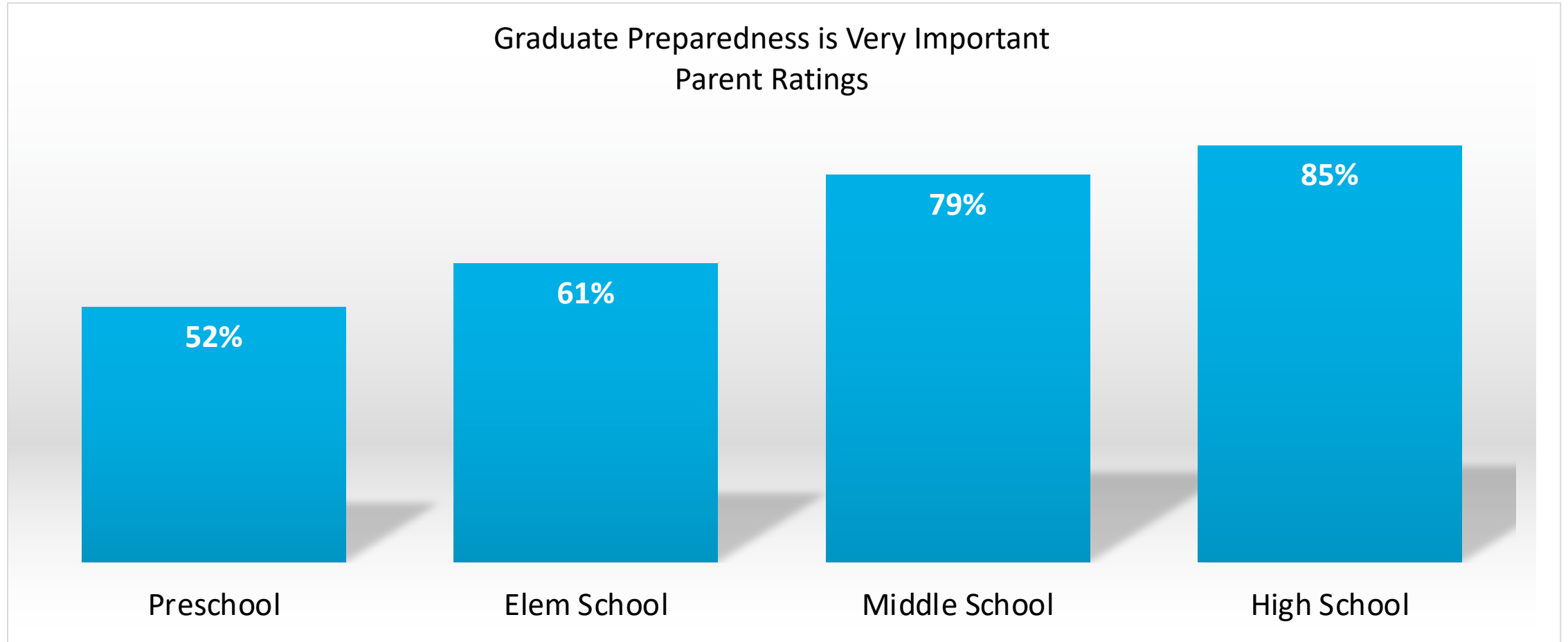
Outcome Parents

- “Truthfully, I don’t know all that much about ABC School, but my general impression is that I don’t hear it is particularly rigorous academically. To be completely frank, with ABC and other local private schools, some people enroll their children in private schools when public school isn’t working for them for some reason-- versus the private school being so outstanding it draws you in.”
- “ABC School has a self teaching holistic approach with no grades while DEF School is for a kid who can handle more pressure and will perform best with a bit of pressure. We felt our child fell into the ‘can handle more pressure’ category.’ It is ok to have the kind of warm cocoon which GHI School provides if you are going to be pushed academically.”

What Do They Value/How Do They Assess Your School?



Parental Perspectives Change as Their Children Progress in School



3. Focus on Communicating *Outcomes* and Then *Features*

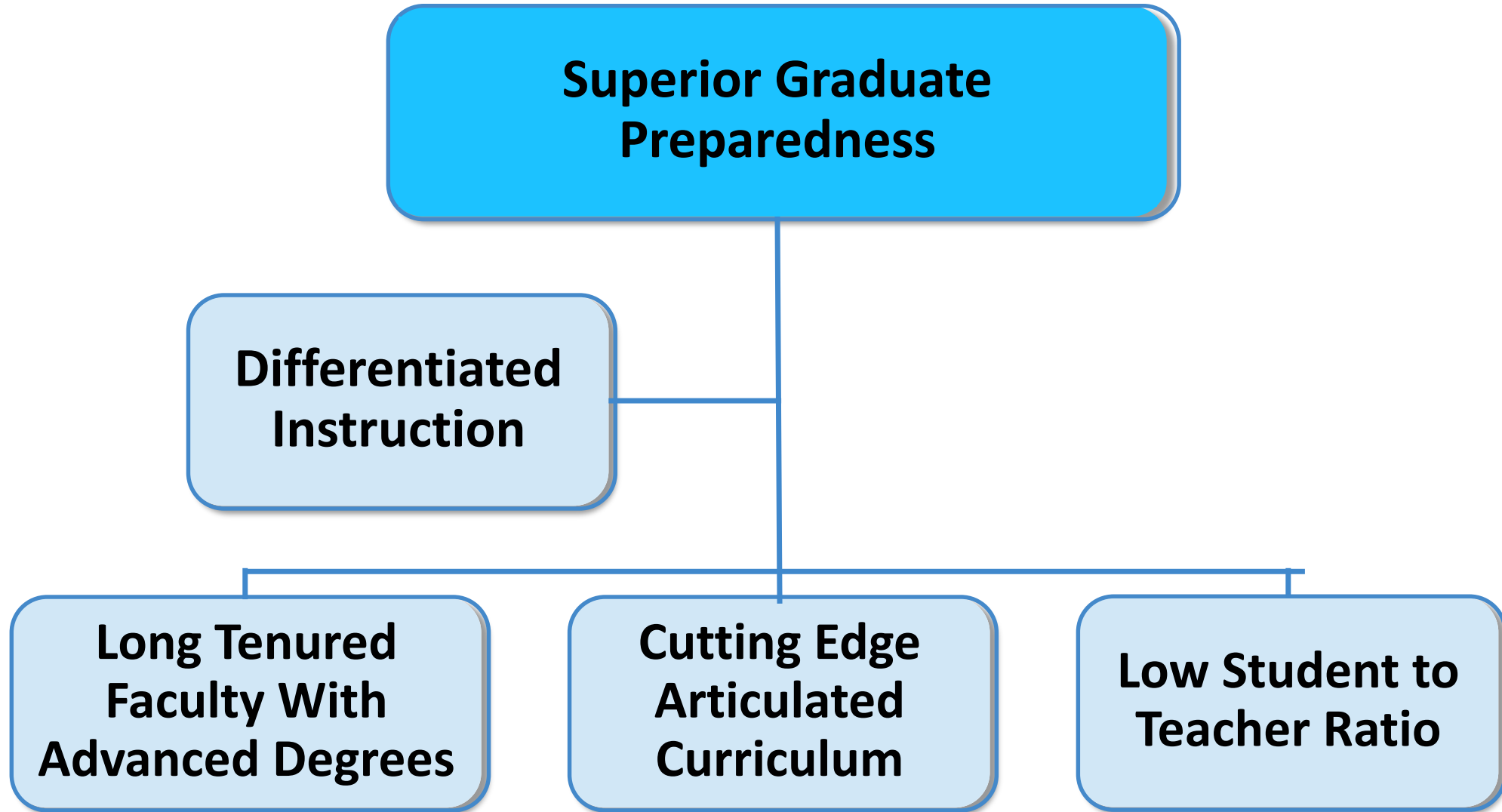
Outcomes:

- ✓ Acceptance Rate at First Choice Colleges
- ✓ Standardized Test Scores and Improvements in Standardized Test Scores
- ✓ Amount of Merit Based College Scholarships Awarded
- ✓ Placement in Honors Tracks
- ✓ Leadership Roles in Socially Redeeming Organizations
- ✓ All-State Award Recipients
- ✓ # Playing Sports at Collegiate Level
- ✓ Career Achievements

Features:

- ❖ Student to Faculty Ratio
- ❖ Size, Amenities of Campus
- ❖ Advanced Placement Courses Offered
- ❖ Faculty Years of Experience
- ❖ Faculty Advanced Degrees
- ❖ Number of Counselors/Advisors
- ❖ Number of Sports Teams
- ❖ Number of Electives

Document *Outcomes* As Well As Supporting *Features*



4. Understand Prospects' Attitudes Toward Tuition

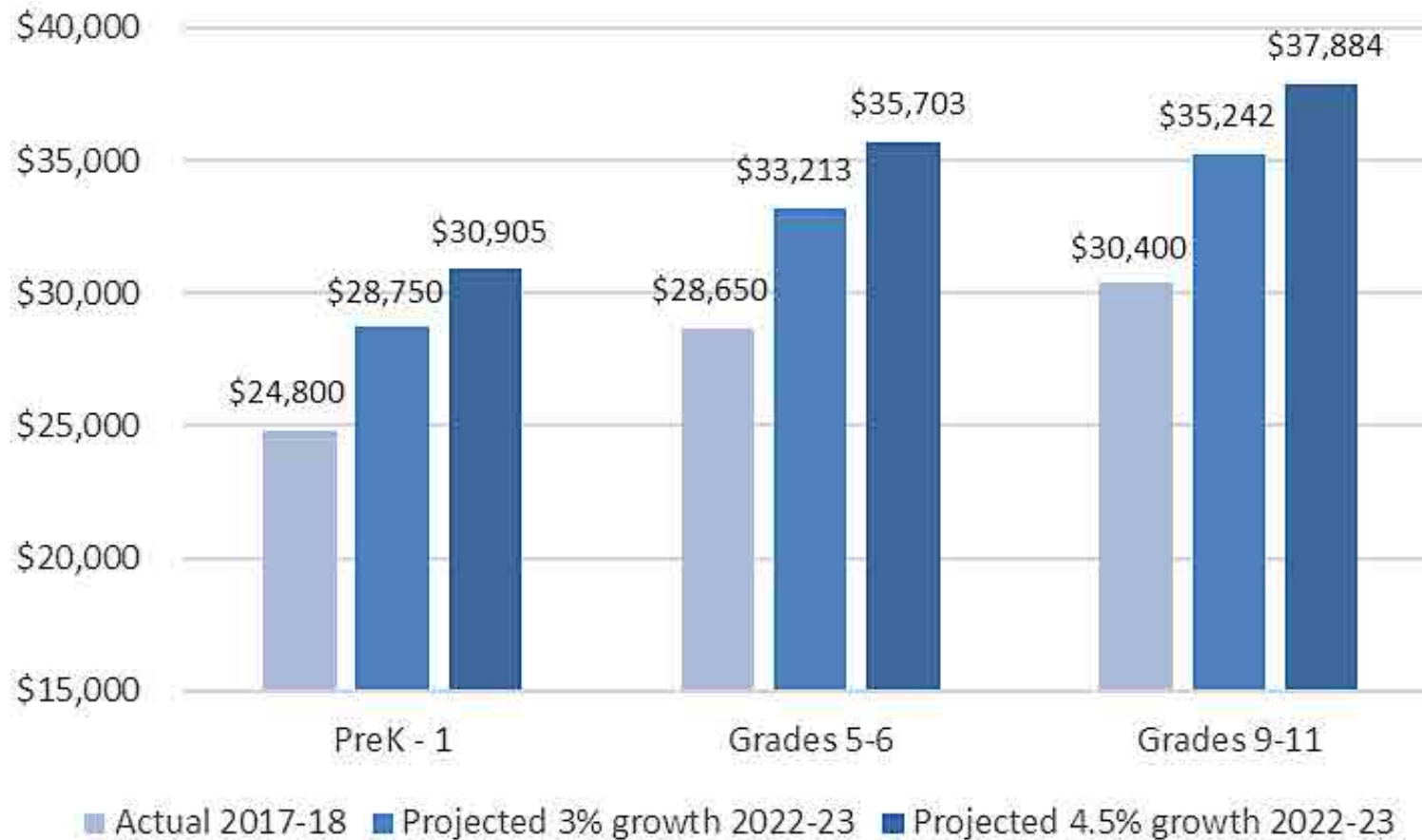
Division	Current Tuition	Too Expensive	Getting Expensive	A Bargain	Too Low
Lower School	\$23,000-\$29,500	\$26,000	\$24,500	\$15,000	\$10,000
Middle School	\$31,000-\$34,000	\$36,000	\$32,000	\$20,000	\$17,000
Upper School	\$38,600	\$40,000	\$35,000	\$20,000	\$15,000

MEASURING SUCCESS FINANCIAL PLANNING PROCESS



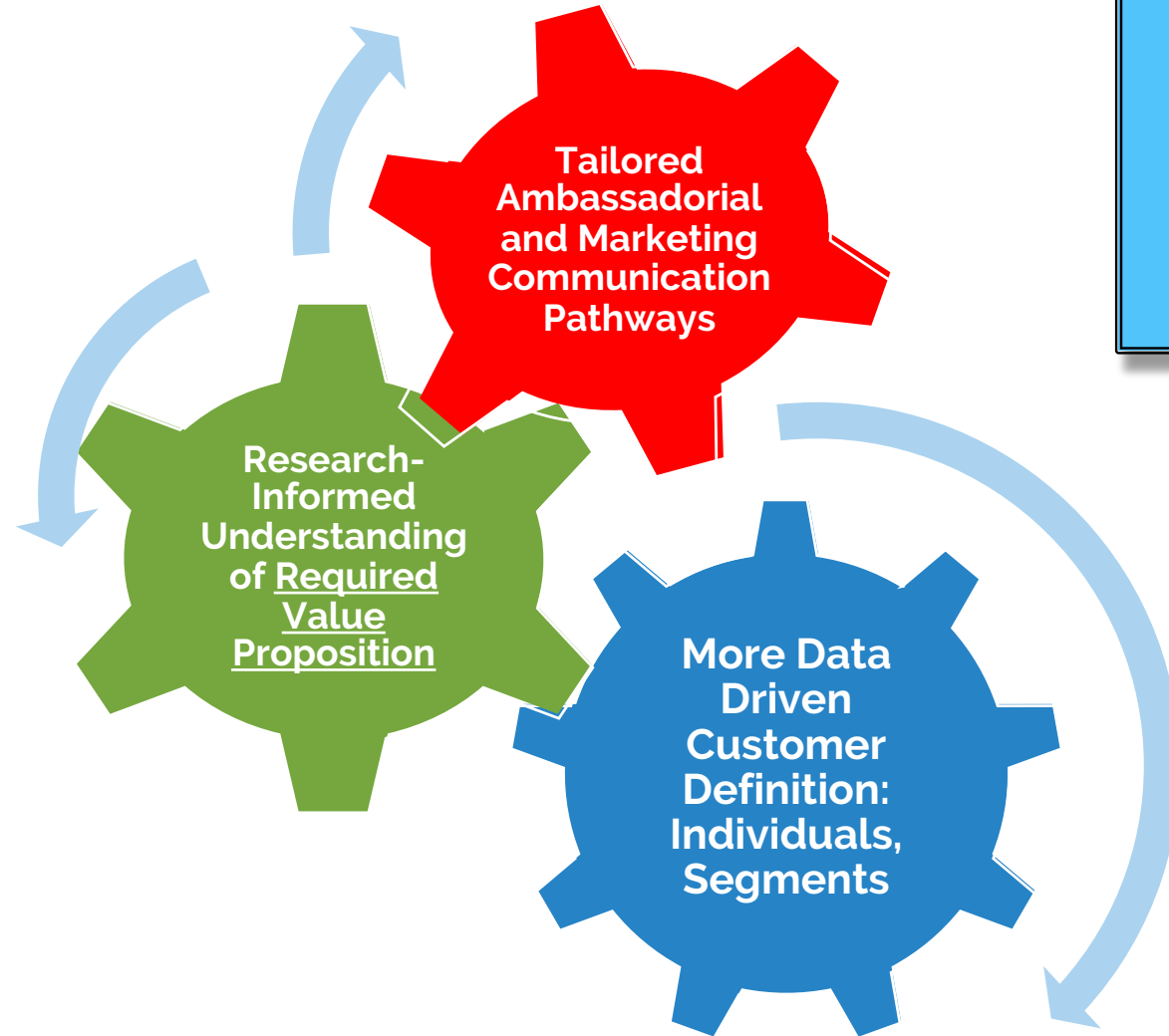
REDUCE THE NEED FOR HIGHER TUITION PROJECTED IMPACT ON TUITION LEVELS

Tuition ('17/'18 vs '22/'23) with projected 3 percent and 4.5 percent growth by select grade levels



By holding tuition increases to 3 percent annually, families on average save between \$1,200-\$1,500 per student each year across the five years from 2018/19 to 2022/23

Using Data and Research to Drive Proactive Recruitment



"I can't work any harder.
I want to work smarter!"
-- Veteran Enrollment
Manager

Thank You For Attending!



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Our Upcoming Webinars:

April
23rd

[Rightsizing Your School to Maximize Value for Tuition: Lessons Learned from Our Work with 30 Schools](#)

April
29th

[Finding Your School's Most Prime Prospects: Learn to Outperform Google and Facebook Using Data Science](#)