



Rightsizing Your School to *Maximize Value for Tuition*

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Presented By;

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Measuring Success

Enabling Independent Schools to Harness the Power of Data Analytics

- ✓ Established 2003
- ✓ Based in Washington, DC
- ✓ More than 1,500 clients in the U.S. and Canada
- ✓ Specialize in independent school recruitment, financial sustainability, parent and student satisfaction

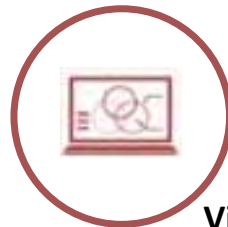
“Helping those who do good do better with data.”



Financial
Sustainability



Predictive
Analytics



Data
Visualization



Market
Research



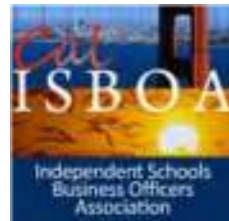
Survey
Creation &
Administration

Measuring Success Has Provided Data and Services to Over 750 Independent Schools Since 2003

Some of Our Recent Clients Include:

- Greenhill School
- Abington Friends School
- Saint Mary's Hall
- HALB
- St. John's Preparatory School
- Gateway School
- Briarwood Christian School
- La Jolla Country Day School

Our Partnerships and Trainings, Past & Present:



...To Move the Needle In...

1. Perceived Quality & Impact

2. Enrollment

3. Fundraising

4. Financial Sustainability

Our Scope of **Services** Includes

Performance Improvement

- 1. Comparative financial and operational benchmarking and analysis plus implementation support to increase school sustainability**
2. Lookalike demographic Lookalike analysis of current and potential target markets to support Advancement and Enrollment Management activities
3. Strategic Recruitment and Retention Plans

Surveys

1. Parent, Alumni, Student and Faculty Climate Surveys and analysis plus implementation support as needed
2. Distance Learning parent satisfaction research

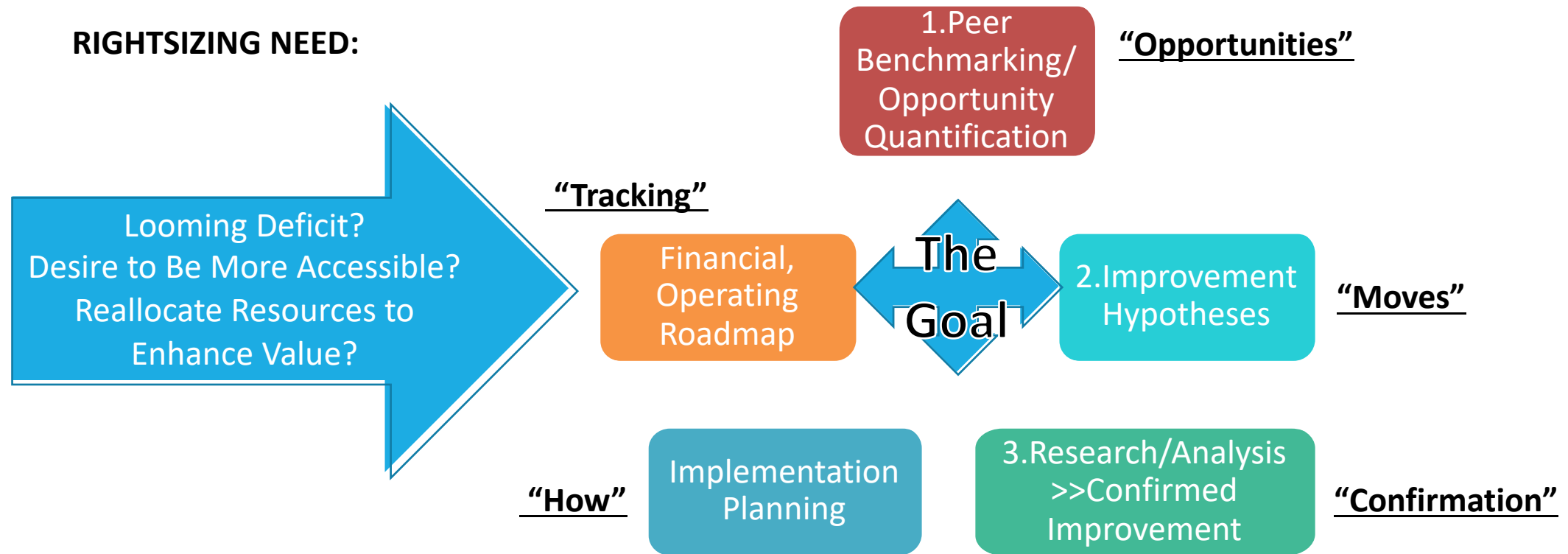
Data Management

1. Data architecture and systems design services
2. Management of data platforms to improve responsiveness and support of performance improvement

Why Rightsizing?

- *Need
- *Mission
- *Ambition

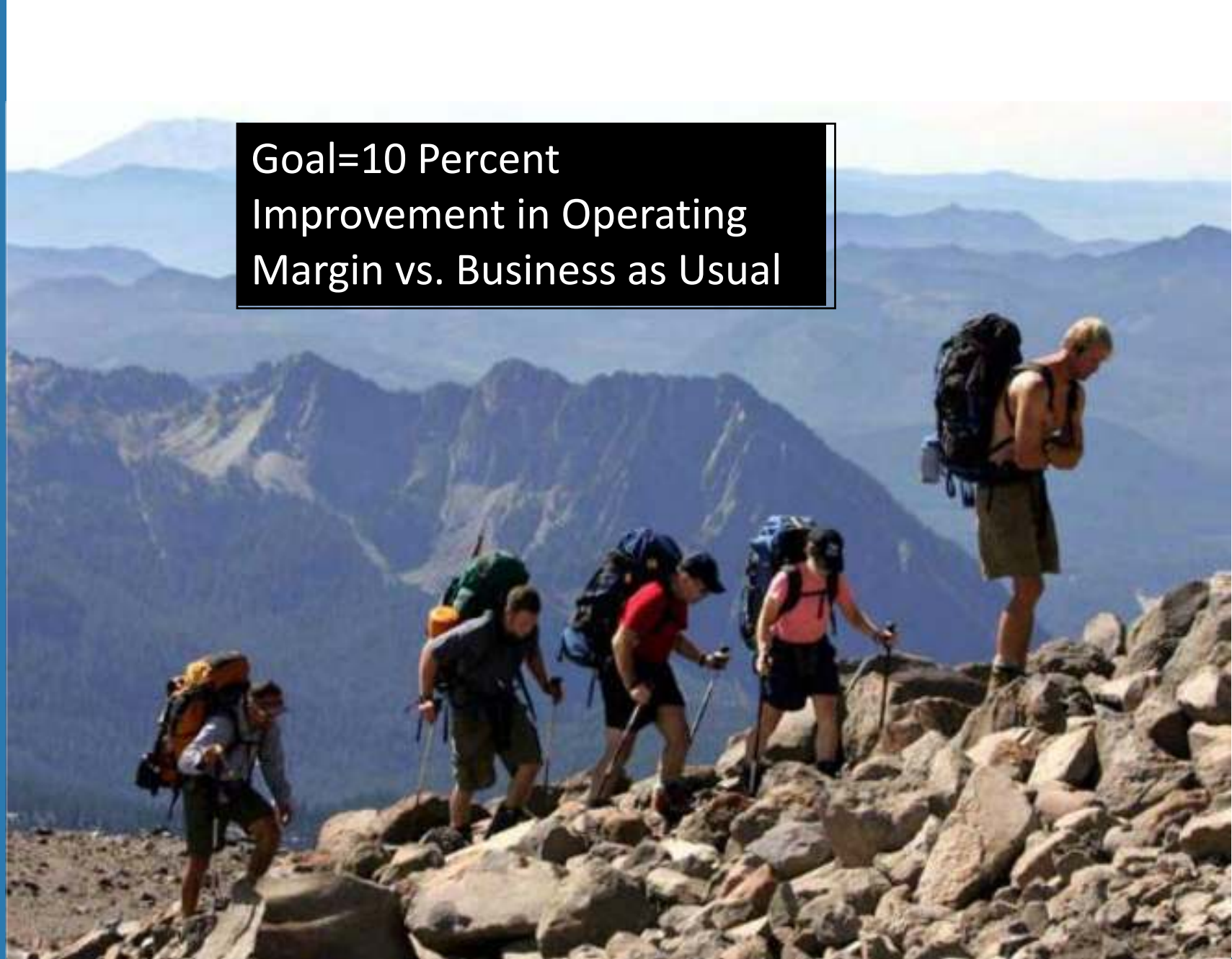
Process: From Benchmarking to Implementation



2010:

A group of 30 enterprising Jewish Day School Heads of School determined to tackle sustainability challenges

Goal=10 Percent Improvement in Operating Margin vs. Business as Usual



Organizing the Rightsizing Effort



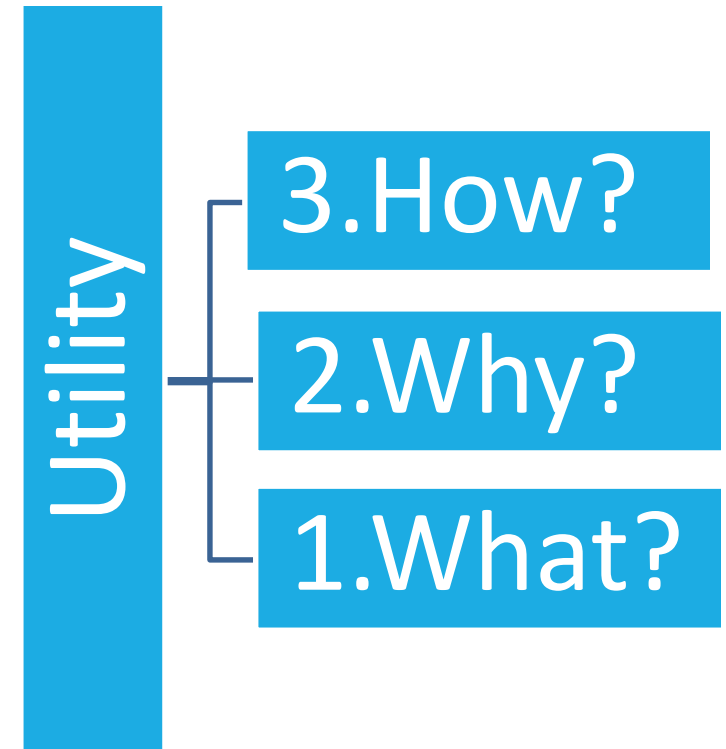
Illustrative “Opportunities” from Peer Benchmarking

Key Ratio	Category	Relative to Median	Incremental \$ Value of Median Performance	Relative to Top Third	Incremental \$ Value of Top Third Performance
Financial Aid as a Percent of Gross Tuition	Revenue	+11%	+\$1,098,191	+13%	+\$1,340,238
Educational Office Personnel Cost Per Student	Expense	+\$1,087	+\$705,684	+\$1,178	+\$764,204
Discretionary Fundraising as a % of Operating Expense	Revenue	0%	\$0	-7%	+\$746,097
Total ES Compensation Per Student	Expense	+\$1,452	+\$493,816	-\$1,788	+\$607,964
Health Benefits Cost Per Student	Expense	+\$539	+\$349,597	+\$806	+\$523,224
Total Goods Spending Per Student	Expense	+\$651	+\$422,733	+\$745	+\$483,362
Combined Maintenance Cost Per Student	Expense	+\$596	+\$386,895	+\$709	+\$460,355
Total MS Compensation Per Student	Expense	+\$892	+\$221,238	+\$1,377	+\$341,461
Compensation Per Administrator FTE	Expense	+\$12,493	+\$92,448	+\$36,450	+\$269,730
Development Personnel Cost Per Student	Expense	+\$274	+\$177,508	+\$359	+\$232,946
Bad Debt as a Percent of Net Tuition	Revenue	+2.1%	+\$158,720	+2.5%	+\$188,272
Combined IT Cost Per Student	Expense	+\$269	+\$174,523	+\$284	+\$184,290
Foundation Grants Per Student	Revenue	-\$20	+\$13,214	-\$239	+\$154,897
Business Office Personnel Cost Per Student	Expense	+\$135	+\$87,401	+\$218	+\$141,158
Total Books Cost Per Student	Expense	+\$155	-\$100,472	+\$158	+\$102,334

Benchmarking Paradigm Shift: Catalyst for Change

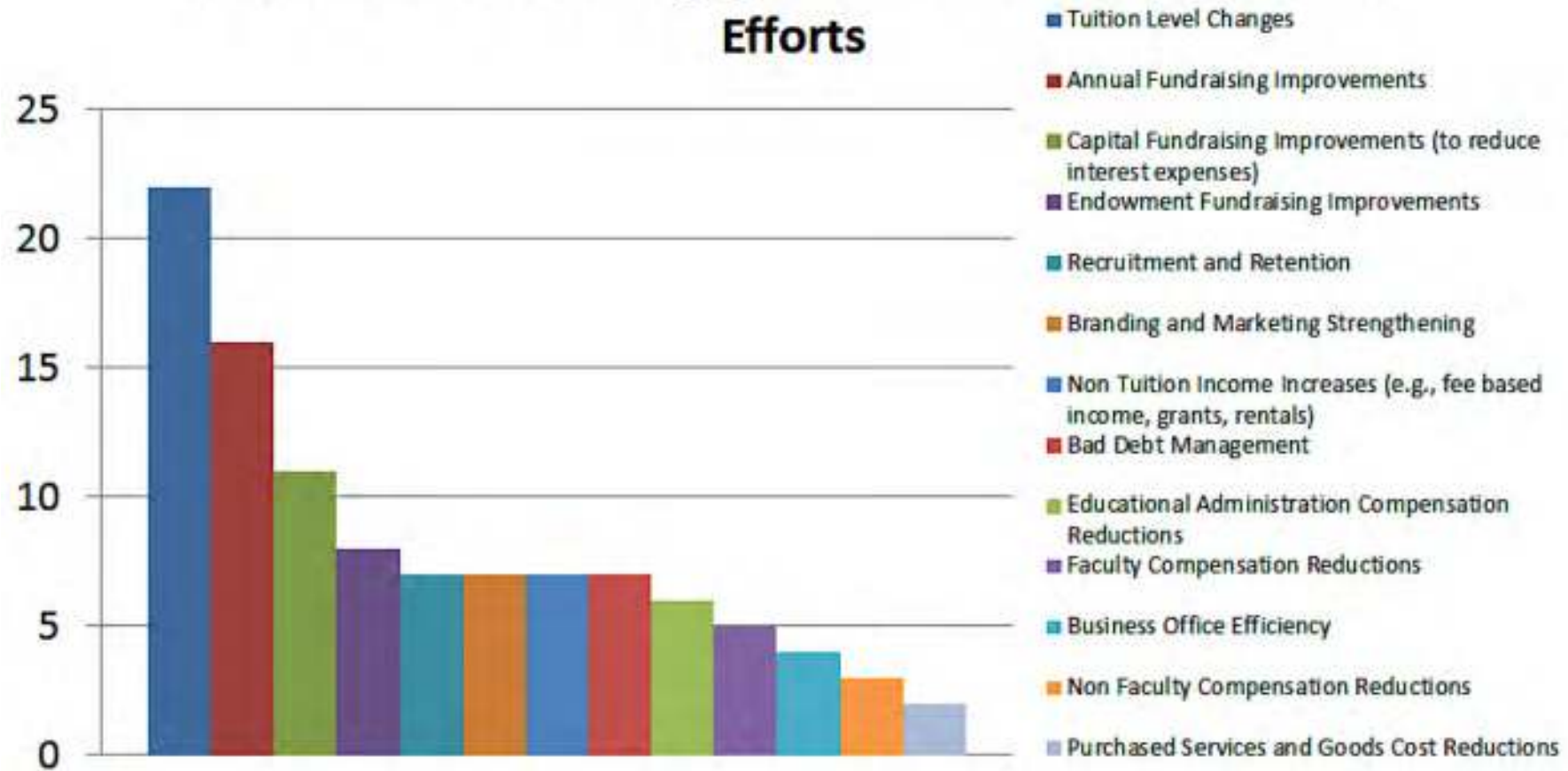
Levels of Benchmarking Utility

- Level I: **What** is our performance relative to relevant peers (national, local as relevant)?
- Level II: **Why** is our relative performance what it is (How do we perform on the key drivers of performance) ?
- Level III: **How** can we redesign our performance on key drivers to materially enhance our relative and absolute performance?



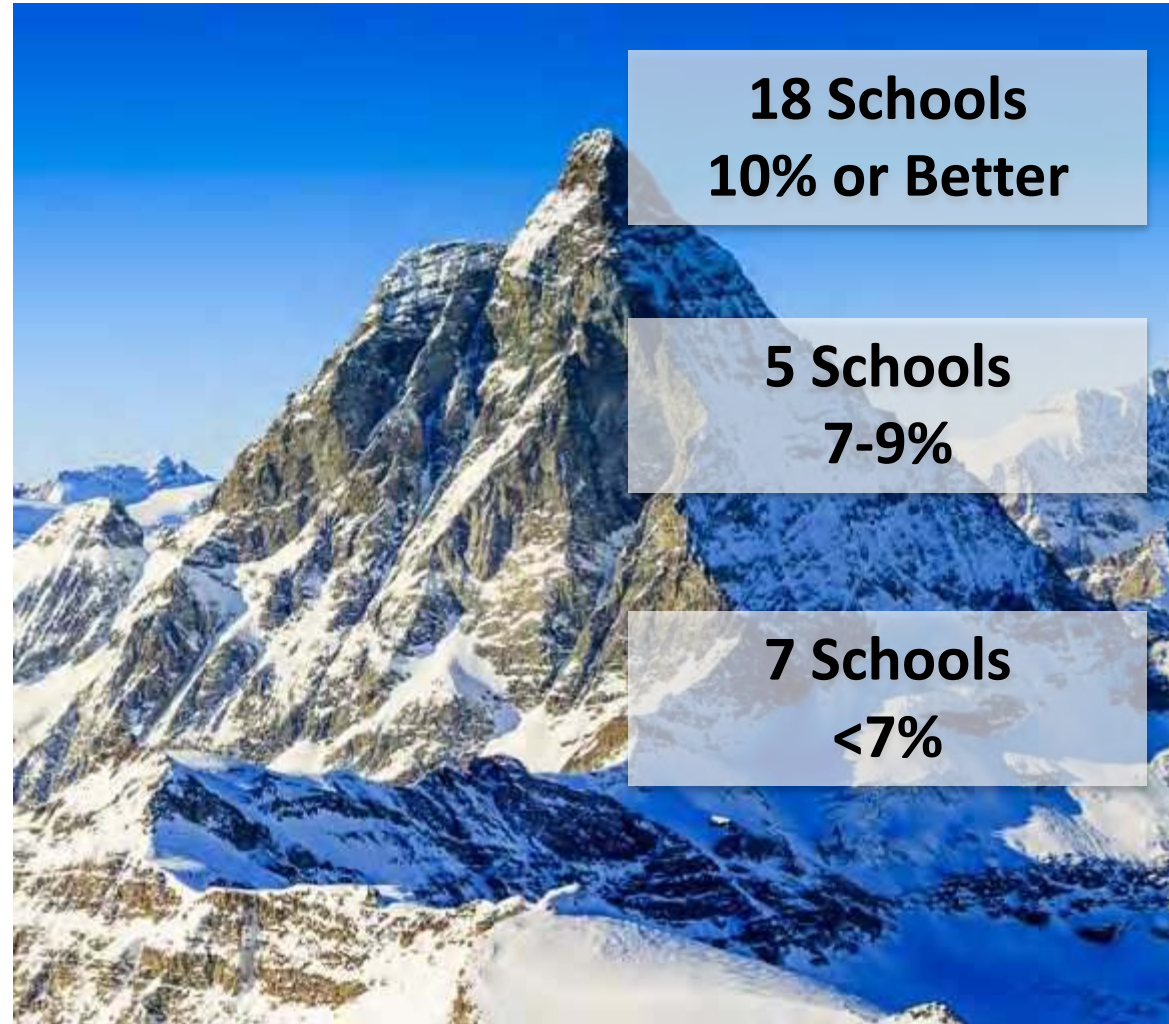
They Engaged in a Diverse Set of Improvement Programs Over a Three-Year Period of Time

Number of Schools Engaged in Particular Improvement Efforts



...And Most Succeeded in Markedly Improving Their Schools' Financial Capacity and Sustainability

**Documented
Improvements
of \$20.5 million**

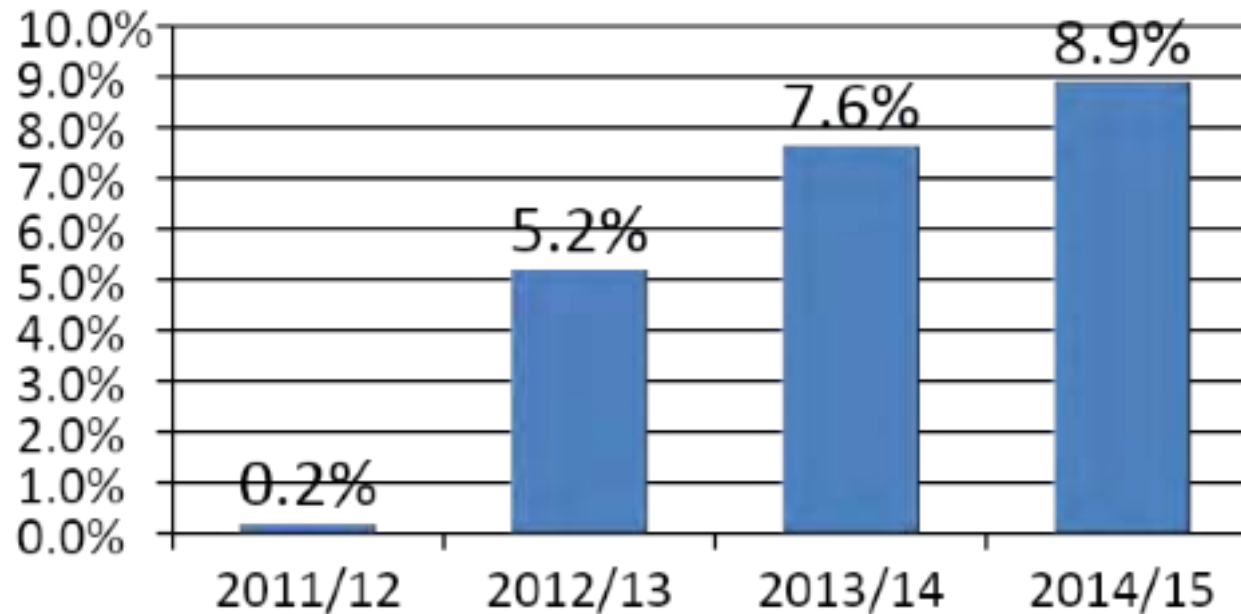


...It Took **Courage** and the Audacious **Pursuit of Excellence**



Results: SSDS of Metropolitan Chicago: Financial Reengineering Improvement

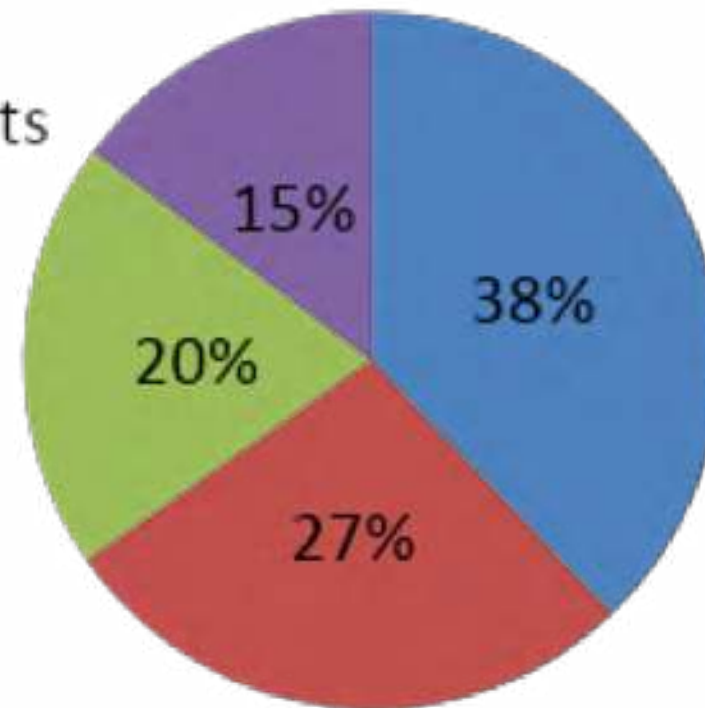
Improvement as a % of Operating Expenses



“We only targeted 7% improvement because we had already cut deeply before the program started.”

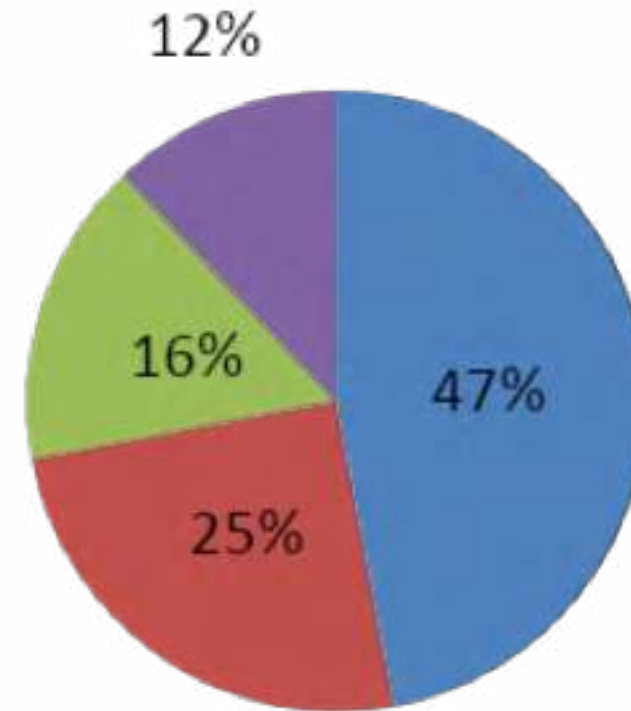
SSDS of Metro Chicago: Financial Improvements Mix (Continued)

- Faculty Compensation Reductions
- Endowment Fundraising Improvements
- Recruitment and Retention
- Annual Fundraising Improvements



Chicago Jewish Day School Financial Improvement Mix -- >10% Improvement

- Recruitment and Retention
- Annual Fundraising Improvements
- Purchased Services and Goods
- Cost Reductions
- Capital Fundraising Improvements



Fast Forward to 2017-2020: Mission: **Accessibility and Quality**

Scott Griggs

Former Head of School
Greenhill School (Addison,
TX)

*Case study
featured on
Cover of
NetAssets!*



“ We turned over every rock we could find and did not shy away from tough issues. Change is hard. But by engaging the staff broadly in these candid discussions, we were able to make high-quality decisions that balanced the interests of all parties, including the faculty and the parents, with due concern for affordability and the highest possible value for the tuition dollars. ”

**\$5 million in approved financial
improvement over five years**

Fast Forward to 2017-2020: Competitiveness: **Value for Tuition, Sustainability**

Cynthia Fanikos

Chief Financial Officer
St. John's Prep, (Danvers, MA)



***Case study
featured in
NetAssets!***

“ The discussions led by Measuring Success took our leadership team into a deep dive, honest assessment of each individual department. With the help of their guidance and partnership, the school is well supported in stewarding its financial resources and ensuring that the value of a St. John's Prep education remains affordable and accessible in future years. ”

**\$9 million in approved financial
improvement over five years**

In Summary

- Reasons to Rightsize
 - Financial Pain
 - Desire to Increase Accessibility
 - Desire to Optimize Resource Allocation
- Avoid Scattershot Approach: Be Comprehensive in Benchmarking Approach
- Build Leadership Commitment and Enthusiasm with Energizing Goal
- Give Leaders Options for How to Achieve the Goal
- Employ the Scientific Method of Hypothesis>Research/Analysis>Conclusion to Enable Best Choices
- Follow the High Integrity Process!

THANK YOU FOR ATTENDING!



OUR NEXT UPCOMING WEBINAR:

Contact us:

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-  Harry.Bloom@Measuring-Success.com

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April 29th [Finding Your School's Most Prime Prospects: Learn to Outperform Google and Facebook Using Data Science](#)