



The Children's School

Nurture the Amazing

The Children's School in Midtown Atlanta seeks an experienced **Director of Enrollment Management** to start on or before July 1, 2021.

Big Back Pack is assisting The Children's School (GA) in their national search for a new **Director of Enrollment Management**. Email Steve Mandell at steve@bigbackpack.org or Hacker Burr at hacker@bigbackpack.org for more information.



The School:

The Children's School's community and curriculum intentionally reflect the world in which we live. In fact, our community is one of the most diverse among all of Atlanta's and the nations' independent schools. Our commitment to inclusion creates an environment where children and adults are free to be their authentic selves.

Our age 3 – grade 8 students experience challenging academics embedded in a nurturing environment. Our innovative curriculum uses immersive play- and project-based learning to engage students, connect them to the community around them, and encourage them to make a positive impact on our ever-changing world.

The Position:

The Director of Enrollment Management leads and oversees enrollment management and financial aid efforts, including admission management, retention, marketing, and relevant research at The Children's School (TCS). This role reaches beyond conventional admission focus (acquisition of new students) to include strategic consideration of the marketplace and all of the drivers that contribute to thriving enrollment.

This position reports to the Head of School and is responsible for generating more than 90% of the School's revenue (typically more than \$9 million in total revenue annually). This position supervises an Advancement Associate, that shares development responsibilities.

In this position you will:

- Collaborate with the Head of School to develop short and long-term strategies to attract and retain families at TCS.
- Implement multi-faceted and cohesive enrollment management and financial aid goals and action plans that are rooted in overarching strategies.
- Lead short and long-term measures of enrollment and financial aid health and sustainability, focusing on positive Net Tuition Revenue (NTR) in addition to headcount.
- Interpret key performance indicators (KPI's) and other relevant enrollment management calculations (such as confidence of enrollment and re-enrollment).

- Regularly review market data and KPI's to re-evaluate the feasibility and effectiveness of enrollment management efforts and adjust strategies and action plans as needed.
- Apply strategic frameworks to investigate, understand, and act upon key enrollment management insights, including but not limited to: affordability/ financial aid, demographic and market research, and more .
- Attend meetings of the advancement committee of the board and any full board meetings as requested.
- Serve as a primary contact for prospective families and lead the communication of TCS' vision, mission, and culture to prospective families.
- Lead strategic planning and execution of enrollment management events.
- Enhance visibility and outreach to the external community and steward a strong referral network.
- Recruit, train and manage student and parent volunteers.
- Lead Admission and Financial Aid Committees and propose enrollment and financial aid decisions to the Head of School for final approval.
- Lead strategy to welcome and transition new families, collaborating with the Program team and leveraging the TCS parent volunteer Welcoming Committee Program.
- Lead Retention Committee and Retention Watch List, including action plans for at risk families.
- Seek opportunities to educate faculty/staff on their role in attracting and retaining families who are a strong match for TCS.
- Understand their role in attracting and retaining a diverse student body as critical to TCS' ability to maintain and strengthen its diverse and inclusive community. In collaboration with the Head of School and Director of Equity and Inclusion, continuously explore new opportunities to measure, benchmark and improve upon the school's diversity and inclusion efforts.
- Assume primary responsibility for enrollment management and financial aid data.
- Foster word-of-mouth as vital to enrollment management success.
- Continuously seek and nurture relationships with key influencers in prospective family decision making, such as ed consultants, relocation agencies, realtors, and feeder school teachers and administrators.
- Foster collegiality with enrollment management professionals in peer independent schools.

Qualifications and Characteristics of a Successful Candidate:

- Bachelor's degree required. MBA or Master's degree in a relevant field is a plus.
- Minimum of 3-5 years of experience within independent school or higher education enrollment management.
- Understands that admission practices of the past will not sustain independent schools of the future.
- A mission-driven individual with a belief in and commitment to TCS' mission and values. Strong desire to rapidly acclimate to TCS; thoroughly learn the history, educational philosophy, culture, traditions, constituencies of the School, and competitive landscape.
- Demonstrates an understanding of how the position supports the school's ability to

meet its mission and vision every day.

- Preferred experience in providing leadership, oversight, and strategic direction. Has a demonstrated track record of making strategic decisions based on market research, quantitative and qualitative analysis, and a commitment to continuous improvement. A strong focus on outcomes, and experience in communicating results.
- Preferred experience collaborating on marketing efforts or initiatives.
- Excellent analytical ability. Strong capacity to manage the complex interplay of enrollment, financial aid, and Net Tuition Revenue. Must have strong Excel skills and the ability to create and manage complex spreadsheets. Familiarity with market and customer segmentation techniques, competitive profiles, and market sizing and growth analysis a plus.
- Ability to both lead and execute as well as develop trust and strong collaborative working relationships.
- Must have good instincts and a creative and versatile approach to problem solving. Recognizes challenges and seeks opportunities.
- Natural networking instincts that make one adept at building and nurturing relationships with all types of constituent groups.
- Ability to work in a collegial, collaborative environment and to develop the necessary trust and credibility to work with a broad range of constituents.
- Strong focusing and prioritization abilities and project management skills; ability to work both independently and collaboratively under tight deadlines.
- A “doer” with a commitment to working efficiently, effectively, and hands-on in the enrollment management efforts of the school. Is comfortable and confident working as a small Admission Office with a limited enrollment, marketing, and financial aid budget.
- Ability to motivate and manage a large parent and student volunteer base.
- An understanding of diversity, equity, and inclusion as critical components of TCS.
- A good listener with strong verbal and written skills.
- Customer service mindset.
- Experience with Ravenna, Veracross and/or other enrollment tools is a plus (not required). Willingness and ability to train to use these tools effectively, as needed.
- Maintains confidentiality and handles sensitive information appropriately.
- Personal qualities of integrity, resilience, approachability, kindness, and humor.

To Apply:

Interested and qualified candidates should submit electronically in one email and as separate documents (**preferably PDFs**) the following materials:

- A cover letter expressing their interest in this particular position
- A current résumé
- A list of five (5) professional references with name, phone number, and email address (references will be contacted only with prior candidate approval).

All materials should be sent via email to:

Steve Mandell
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Big Back Pack, LLC
steve@bigbackpack.org

or

Hacker Burr
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