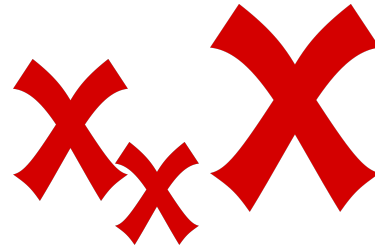




WHERE ARE YOU?

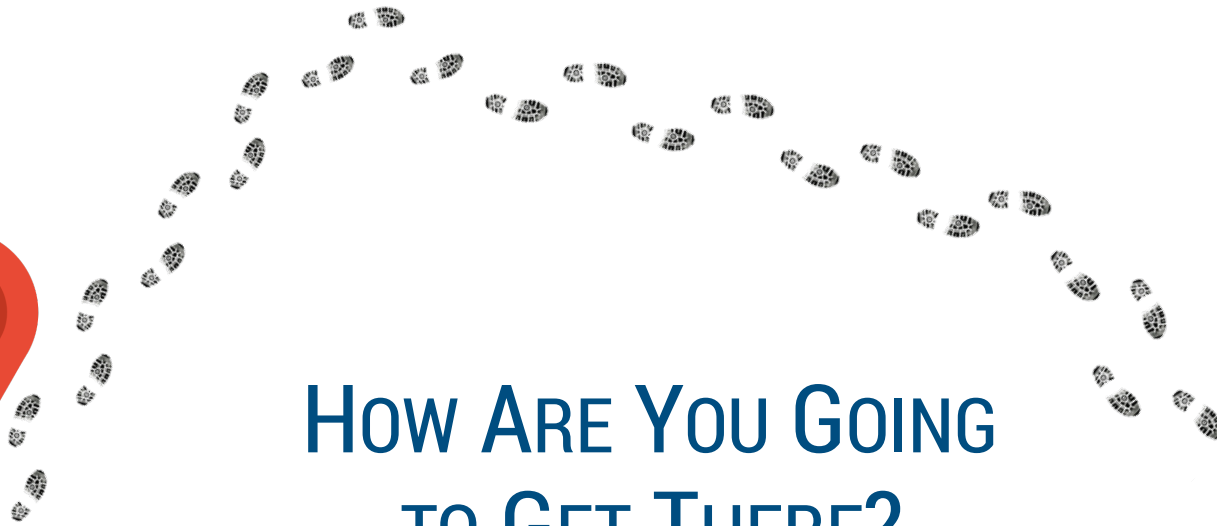
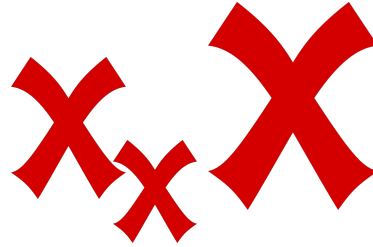
(HOW DID YOU GET HERE?)





**WHERE DO YOU
WANT TO GO?**
(ARE YOU SURE?)



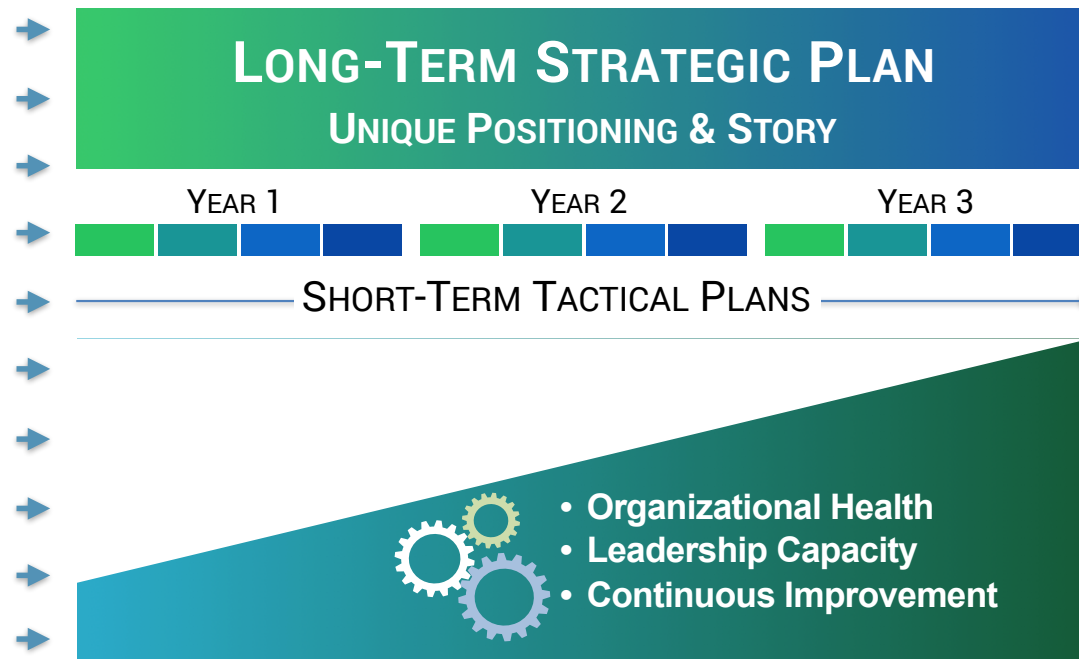


HOW ARE YOU GOING
TO GET THERE?

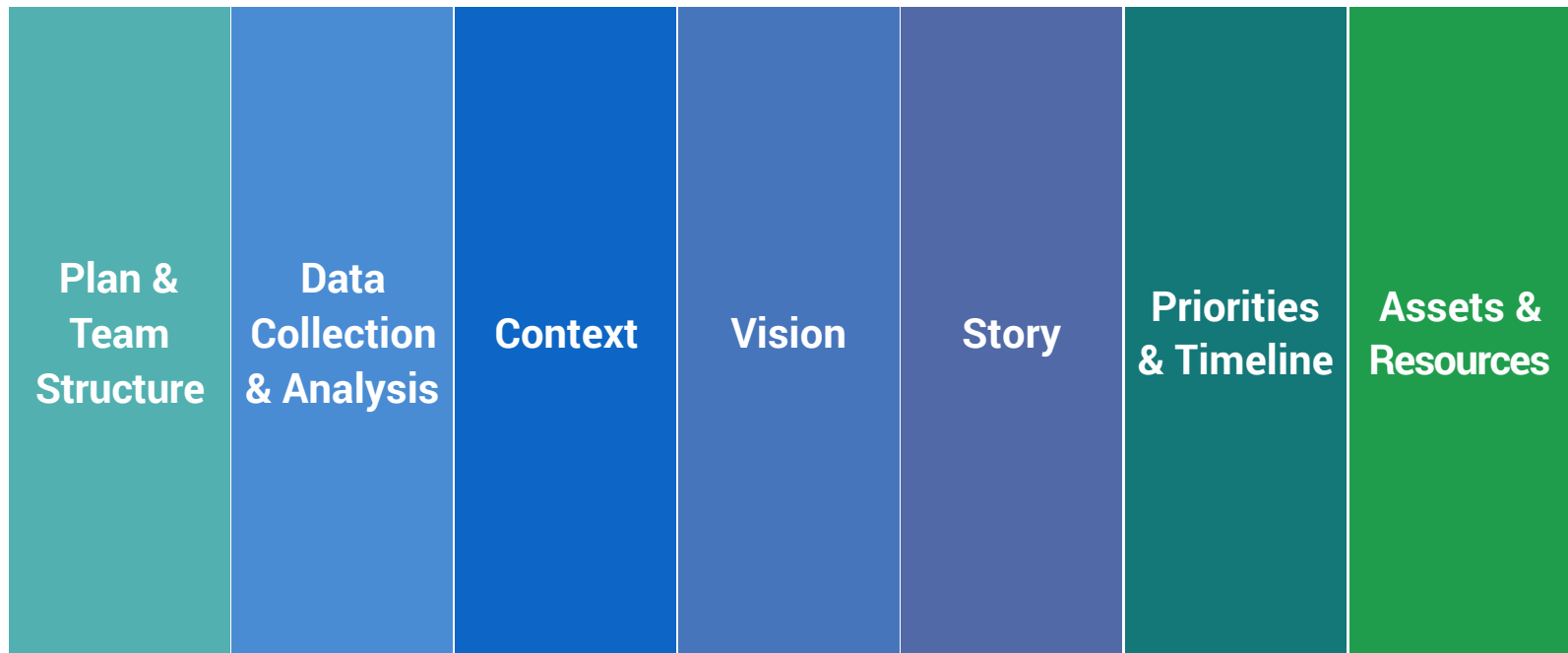
Strategic Growth Plan



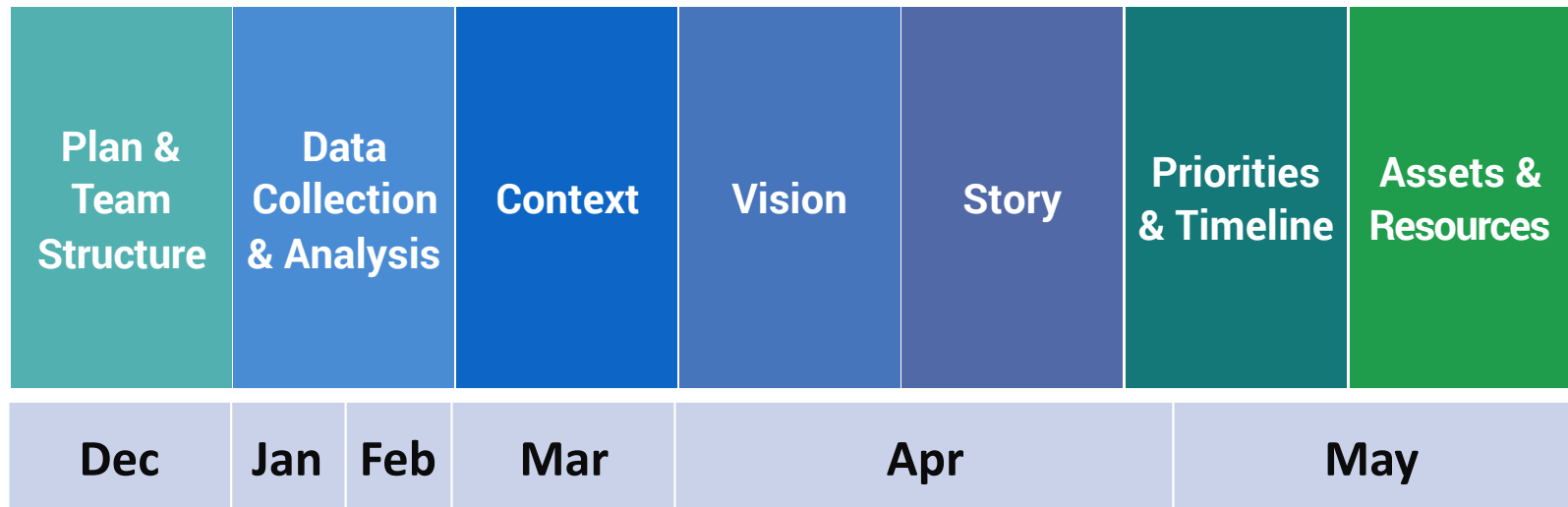
- Context Data
- **Enrollment Data**
- Financial Data
- Performance Data
- Community Data
- Competitive Data
- Accreditation Data
- Survey Data
- Focus Group Data
- Audit Data



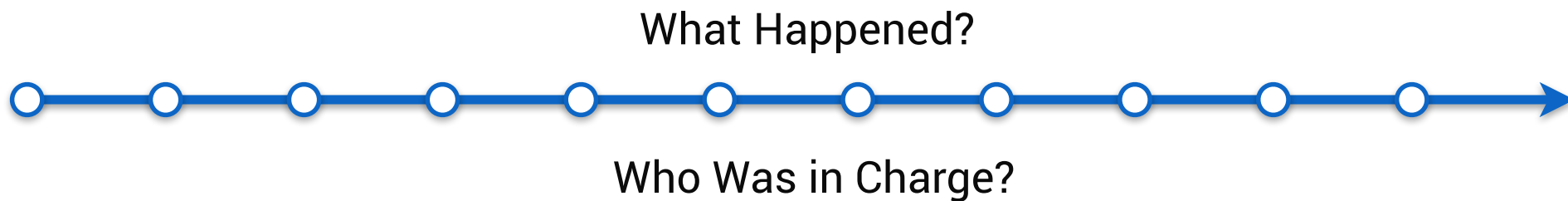
7 Stages to Create a Strategic Growth Plan



7 Stages to Create a Strategic Growth Plan



Timeline of Major Milestones & Leadership Changes



Data Sources

DATA TYPE	SOURCES	WHO	WHEN
<input type="checkbox"/> Enrollment Data	Historical Enrollment, Funnel Progression		
<input type="checkbox"/> Financial Data	Financial Indicators, Financial Aid		
<input type="checkbox"/> Competitive Data	Features, Value Props, Story Points, Tuition/Fees, Location, etc.		
<input type="checkbox"/> Accreditation Data	Commendations, Recommendations, Other Feedback		
<input type="checkbox"/> Survey & Focus Group Data	SG Faculty Survey; SAIS NPS Survey of Faculty, Families, and Alumni; New Families; Phone Survey of Non-Reenrolled and Community		
<input type="checkbox"/> Audit Data	Financial Audit, Enrollment Audit, Talent Audit		
<input type="checkbox"/> Other Sources	Previous Market and Competitive Research		

Data Rules

Hold each other accountable for commitments and deadlines

Avoid conflicts of interest (e.g., employees/relatives in parent focus groups)

Resist Confirmation Biases

Take the Time to Reflect. Don't draw early conclusions—collect and analyze all of the data first

Coach your team on facing the brutal facts

Listen—Deeply Listen, Reading between the lines

Previous Market and Competitive Research

SWOT Analysis

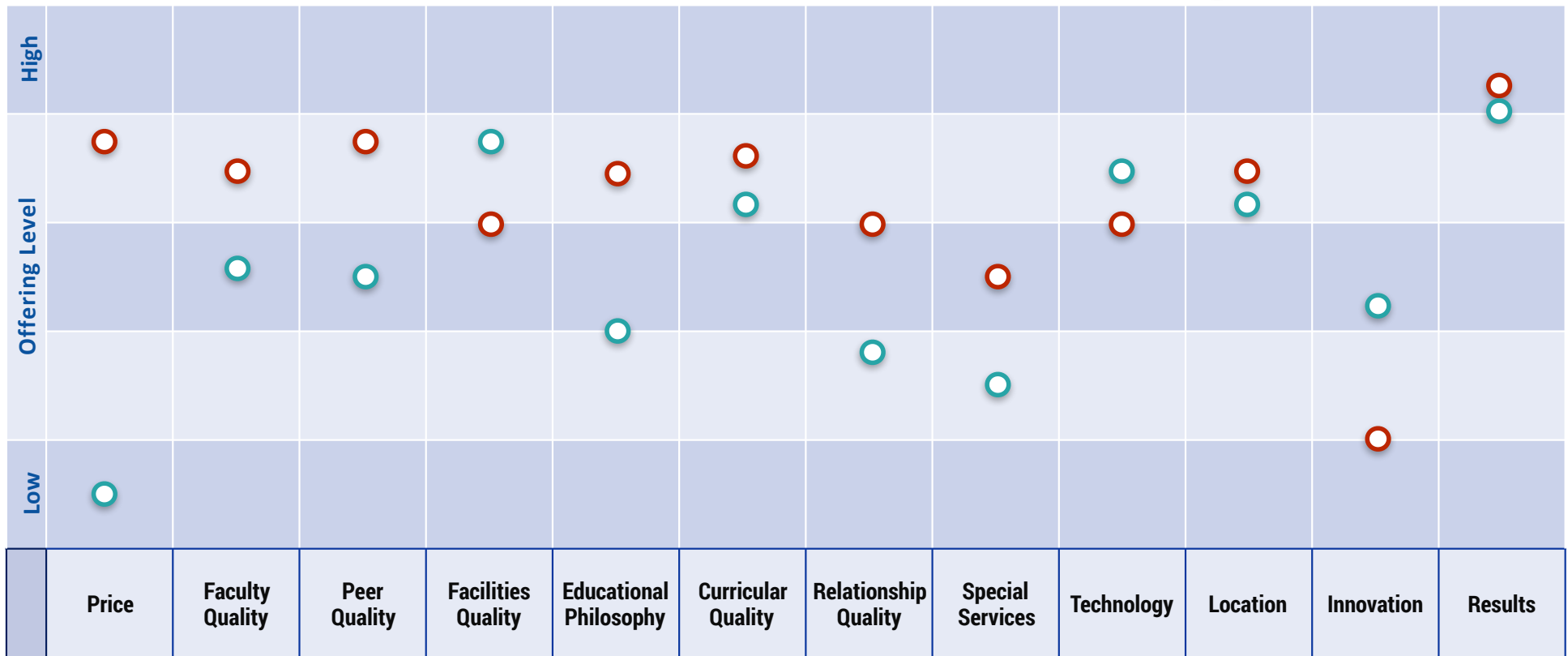
•	• WEAKNESSES
•	• THREATS

Competitive Strategy Canvas

High												
Offering Level												
Low												
	Price	Faculty Quality	Peer Quality	Facilities Quality	Educational Philosophy	Curricular Quality	Relationship Quality	Special Services	Technology	Location	Innovation	Results

Competitive Strategy Canvas

○ = Your Biggest Competitor
○ = Your School



School Growth Plan

LONG-TERM STRATEGIC PLAN

UNIQUE POSITIONING

Deliverables

Description

Context

Who are you?
Why do you exist?
What do you believe?
What do you value?
Who do you serve now?
Who do you want to serve?
What makes you unique?
What are your strengths?
What is our organizational genius?

Growth Planning Bibliography

- The Advantage, Patrick Lencioni
- Lean StartUp, Eric Ries
- Switch, Chip & Dan Heath
- Made to Stick, Chip & Dan Heath
- Great by Choice, Jim Collins
- Blue Ocean Shift, Kim & Mauborgne
- Building Engaged Schools, Gary Gordon
- The Fifth Discipline, Peter Senge
- Schools that Learn, Peter Senge
- Story Brand, Donald Miller

The School Growth Engine

The 12 Disciplines of Highly Effective Education Leadership



Leadership Capacity

Talent, Energy, and Engagement

Organizational Health

Cohesiveness, Clarity,
Communication, and Consistency

Continuous Improvement

Systems Thinking, Personal Mastery,
Mental Models, Shared Vision and
Team Learning