



ISPG E-NEWS INSIGHTS

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The newest electronic coffee break reading material that Independent Schools everywhere are talking about.

STRATEGIC PLANNING

Process of Strategic Planning

The process of strategic planning is disciplined in that it calls for a certain sequence and pattern to keep it focused and productive. The process raises a progression of questions that helps planners examine, test assumptions, gather and incorporate information about the present, and anticipate the environment in which the organization will be working in the future. Finally, the process is about fundamental decisions and actions because choices must be made in order to answer the sequence of questions mentioned below. The plan is ultimately no more, and no less, than a set of questions about:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?

Benefits of Strategic Planning

Planning consumes resources, a precious commodity for all nonprofits. As a process that eventually defines the direction and activities of the organization, it can be an overwhelming and daunting task. Despite the overwhelming nature of the process, the benefits of planning can far outweigh the hardships.

There are benefits to be gained from the actual planning process, as well as from the final planning document. The very activities that non-profit staff and boards conduct as part of the planning process empower them to be more effective in their roles; more informed leaders, managers, and decision makers. In addition, the final planning document becomes a tool that can be used to effectively and efficiently manage the organization.

The time devoted to the planning process varies from organization to organization and depends on the resources available to devote to the process. Whether you decide to devote only a two-day retreat to the process or engage in a twelve-month process, your organization will begin to realize the benefits from the start. Some of the fundamental benefits to the planning process and the development of the final plan include:

- Articulates a uniform, shared Mission and Purpose
- Organizational uncertainties and Crisis Management
- Creates a Framework and Direction that Guides Decision Making
- Foundation for Fundraising
- Allocate Resources-to-Opportunities \
- Tool to Monitor Performance and Achievement
- Organizational Effectiveness and Commitment

Reed Sumida
ISPG Managing Director

GOVERNANCE: Board and Head – United in Vision and Mission

Too often, a Board and the head of school or principal are at logger heads over issues that can have a significant effect on the future of the school. How often have you heard of a head of school talk about having to work "around" the Board? Conversely how often have you heard a Board member say that the head is not a "team" player?

These circumstances are symptomatic of a governance model that is not working, not a "bad" Board or an ineffective head of school. The Board of Directors and the head of the school have to be united in vision if a school is to deliver on its promise of delivering a higher standard of educational experience. The head is the professional leader of a school. The Board should be guided by the head when establishing the school's mission and in the development of the school's strategic plan. For a Board to ignore or downplay the expertise of the professional leader is to act to its and the school's detriment.

Schools that have systems that facilitate a united vision between the head of school and the Board significantly reduce the time-consuming issues that are endemic in schools with less functional governance models.

Reed Sumida
ISPG Managing Director

THE 10 HALLMARKS OF A WINNING SCHOOL MARKETING TEAM:

- | | | | |
|-----|-------------------------------------|-----|----------------------------|
| 1. | Knowing Thy School | vs. | School Identity Crisis |
| 2. | Proactive Planning | vs. | Reactive Responding |
| 3. | Communication Clarity | vs. | Communication Cacophony |
| 4. | Equation Marketing | vs. | “Notion Promotion” |
| 5. | Focus on Strategy | vs. | Focus on Tactics |
| 6. | Clients are Friends | vs. | Clients are Strangers |
| 7. | Marketing awareness | vs. | What happened? Wonderment? |
| 8. | All Players Using the Same Playbook | vs. | Stakeholder Sabotage |
| 9. | Cashing in on Results | vs. | Budget Blowout |
| 10. | View Marketing as A Science | vs. | View Marketing as an Art |

Remember: “When you see new families through new families’ eyes, then you will enroll new families when others have tried.”

INTERNATIONALIZING YOUR SCHOOL

What is an International program?

- Providing International students the combination of an education with the opportunity to live & travel in a new country
- Promotion & marketing of your school as a destination for International students
- This includes programs such as:
 - One year or one semester ESL programs
 - High School graduation for fully integrated International students
 - Short-term programs; Summer/Winter school programs
 - Exchange programs
 - Travel programs
 - Sister school programs

Advantages for your School

- Enhances the overall educational value for students – appreciation & understanding of other cultures, lifelong global friendships
- Positive profit center for tuition revenue
- Diversifies recruiting market – reduces the impact of regional economic cycles
- Expands fundraising profile
- Establishes exchange programs for students/staff

Where to Start - Action Plan

- Develop your Vision (5-years from now) & Mission (Purpose)
- Assess current your status - perform an analysis of your school’s strengths, weaknesses, opportunities, & trends/threats (SWOT’s analysis)
- Perform a competitive analysis of your market

- Identify where you are now & where you want to be
- Develop goals & tasks to achieve mission/vision; noting how to overcome your weaknesses, utilizing your strengths, keeping an eye on emerging trends & threats, maximizing enrollment & revenues

POLL QUESTION:

At your school: What is your most pressing issue before the end of the 2007/2008 school year?

- A) Complete the coming year's budget
- B) Finalize the last stages of your student recruiting process
- C) Complete hiring process
- D) Finalize this year's annual fundraising campaign
- E) Finalize agenda and process for Board Retreat/Strategic Planning
- F) Other: *(please specify)*

Reply to kmiller@ispginc.com before May 13 to have your response included in the graphed statistics shown in the next issue of ISPG E-News Insights.

ARTICLES AND RESOURCES

[The role of independent schools](#)

Jamaica Observer - Kingston, Jamaica

... The schools, however, fund all areas of their **operations** from the provision ... experts in the field to explore with the **independent school** community, developments ...

[Area professionals give students peek at futures](#)

The Olympian - Olympia, WA, USA

... will speak this week at Tumwater High **School**. ... if they want to have an **independent** veterinary practice ... a career in restaurant management, but **statistics** say 80 ...

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