

Keynote: *Securing Your School's Future: What Business Officers Need to Know about Enrollment Management*

As competition heats up, demographics shift, and education evolves, independent schools are increasingly challenged to sustain their models into the future. A move toward strategic enrollment management (SEM)—a research-based process involving an integrated school-wide approach to the recruitment, enrollment, and retention of mission-appropriate students in sufficient quantity—will be required. Data rules for CFOs, but numbers only tell half of the story. A more nuanced understanding of the external environment, the new customer, and admission policies and practices that shape the traditional admission funnel is required in order for business officers to make the best use of data to aid forecasting and predictive modeling. A strong partnership between the enrollment management leader and chief financial officer is critical.

Learning Objectives:

Participants will understand industry trends, the external environment, and related business strategies.

Heather Hoerle, Executive Director, The Enrollment Management Association

Heather became the executive director of The Enrollment Management Association in 2011. The Association provides unparalleled leadership and service in meeting the admission assessment and enrollment needs of over 900 independent schools in the U.S., Canada, and worldwide. A thought leader in enrollment management, Heather commissioned the first special committee on the future of assessment and leads the charge to reposition the work of enrollment management as both strategic and foundational to institutional success.

Heather's career began in independent schools as an administrator, student advisor, and teacher at George School (Pennsylvania) and Westtown School (Pennsylvania). She then embarked on a successful 23-year tenure in leadership roles with two of the world's largest nonprofit independent school associations: first as associate director of The Association of Boarding Schools (TABS), then as director of admission and marketing services for The National Association of Independent Schools (NAIS), leading to a vice presidency at NAIS overseeing membership, corporate affiliations, customer service, and the annual NAIS Conference.

Heather holds a BA in art history from Mount Holyoke College and a master's of education in educational administration from Harvard University. She has been a board member for Westtown School (her alma mater) and is presently a trustee for the National Business Officers Association, Princeton Academy of the Sacred Heart, and New Jersey Association of Independent Schools.

Field of Study: Business Management & Organization

Prerequisites: Basic knowledge of independent school finances

Advanced Preparation: None

Program Level: Update

Delivery Method: Group Live

Participants will earn 1.5 CPE credits.