

THE WISE BOARD ENSURES ITS SUSTAINABILITY

through Its Own Strategic Plan

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Session Outline

Rationale for Board-based Strategic Planning

Why do we need one?

Process Steps with Miss Hall's School Case Study

- Step 1. Find out what matters
 - Core Ideology, Strategic Agenda, the Plan
- Step 2. Organize around what matters
 - The Goal Team Structure and Process
- Step 3. Do what matters
 - Executing the plan

Rationale for Board-based strategic planning

We have an institutional strategic plan, why do we need a Board strategic plan?

- To take charge of the future
- To set direction
- To improve performance
- To solve organizational problems
- To build community
- To create a framework for strategic thinking
- To preserve the core and stimulate progress

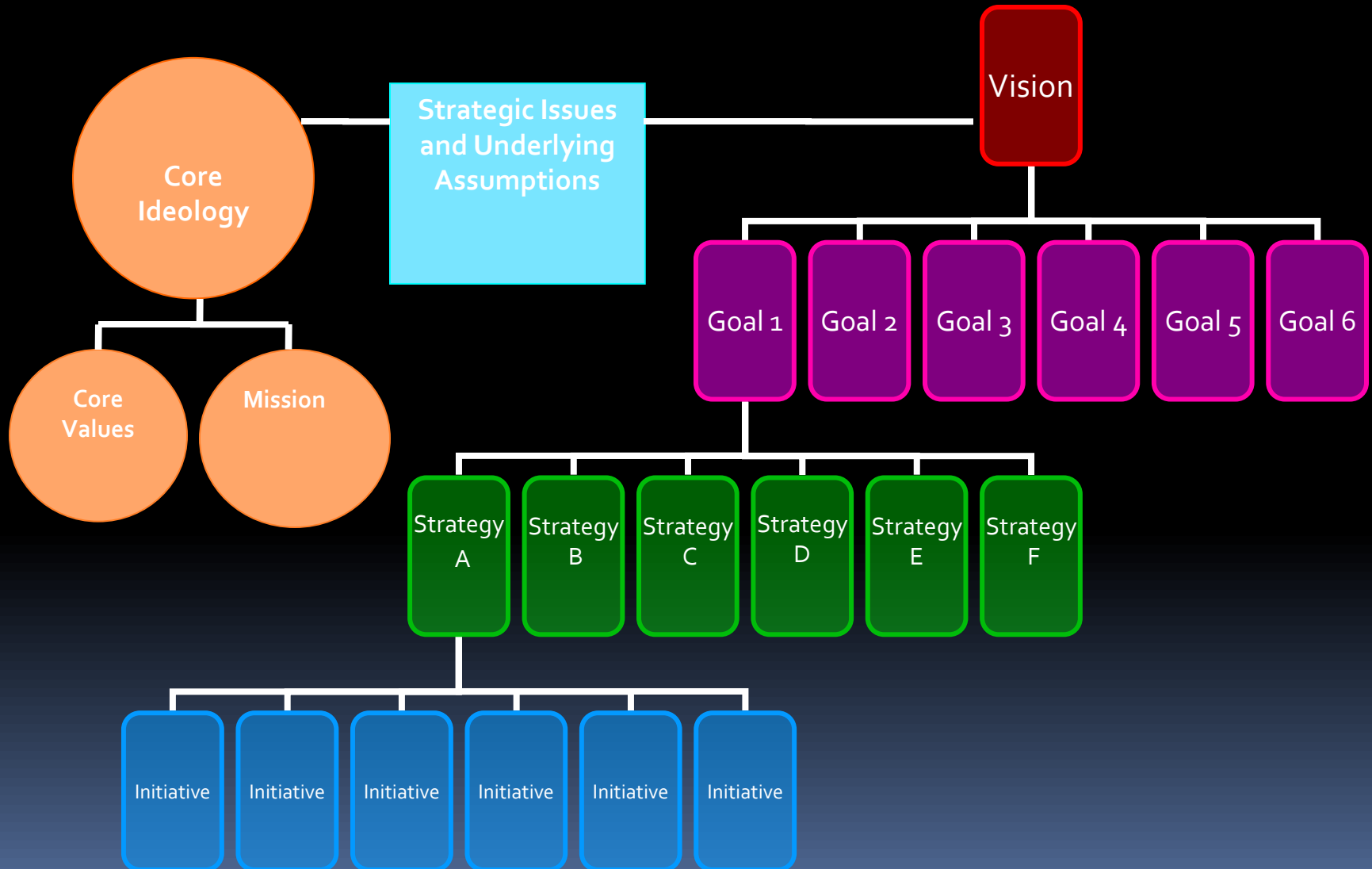
What makes this different?

A Board-based strategic plan defines the work that only the Board can do to address the issues and challenges faced by both the Board and the school

Strategic Framework: Questions and Answers

- What do we stand for?
 - Why do we exist?
 - What are our major opportunities and challenges?
 - What do we think will be true about the future?
 - What do we want the future to look like?
 - What must be accomplished to reach it?
 - How will we reach our goals?
 - What specific things will we do and changes will we make?
 - How will we know we have been successful?
- **Core Values**
 - **Mission**
 - **Strategic Drivers**
 - **Assumptions**
 - **Vision**
 - **Goals**
 - **Strategies**
 - **Initiatives**
 - **Performance Measures**

Framework for a Board-based Strategic Plan



Preserve the Core

MHS BOT Core Ideology

Board Core Values

Commitment to the education of girls

Integrity

Sustainability

Generosity

Accountability

Leadership

Board Mission Statement

We believe in the unique values and attributes of a Miss Hall's education. We are responsible for providing leadership and oversight with generosity and integrity. We are dedicated to perpetuating and promoting the School's mission to prepare young women for lives recognized for honor, respect and personal integrity.

Stimulate Progress

Strategic Issues

Strategic Issue 1

In light of current economy, how does the Board resolve the financial outlook in a manner that meets short-term needs and ensures long-term sustainability?

Strategic Issue 2

Given the need to conserve resources, how do we determine priorities?

Strategic Issue 3

Given the competitive market, what is the Board's role in building brand awareness, loyalty, and market demand in enrollment and philanthropy?

Strategic Issue 4

Given the desire of this Board to evolve into a strategic (generative) board (with a focus on selection, succession, sustainability, strategic planning, and performance evaluation), what structures, processes and behaviors will it need to adopt to identify and to capitalize on opportunities and protect against threats?

Stimulate Progress

Operating Assumptions

1. There will be demand for MHS.
2. New product/service attributes and values will become known.
3. We have a viable short-term and long-term business model.
4. We must dig deep.
5. We assume stable leadership.
6. There is urgency.
7. We trust the Head's judgment on selectivity.
8. We're poised for greatness.
9. We'll stay on mission with students.
10. We will leverage all our assets to make it happen.

Strategic Framework

Vision

What does
success
look like?

In 2010, the Board of Miss Hall's School will be defined by its innovative leadership and its creative approaches to the sustainability of a financially stable institution that is recognized nationally as the pre-eminent school providing girls' education and leadership development.

Strategic Framework

Goals

What must we accomplish to reach our vision of success?

- **Goal 1**
MHS will be financially sustainable.
- **Goal 2**
MHS will be institutionally sustainable.
- **Goal 3**
MHS's Board will optimize its effectiveness.
- **Goal 4**
MHS's Board will act as a brand steward.

Strategic Framework

Strategy **Goal 1**
MHS will be financially sustainable.

How will we reach our goals?

Strategies

- A. Develop an approach to financial sustainability.
- B. Quantify financial resources required to achieve financial sustainability; establish assumptions.
- C. Be innovative in prioritizing sources of funding.
- D. Seek partnerships with outside sources.

Strategic Framework

Strategy

How will we reach our goals?

Goal 2

MHS will be institutionally sustainable.

Strategies

- A. Create an approach to institutional sustainability.
- B. Assess the demands on, threats to, and opportunities available to creatively meet the people and facilities needs.
- C. Proactively address leadership succession planning.

Strategic Framework

Strategy

Goal 3

MHS's Board will optimize its effectiveness.

How will we reach our goals?

Strategies

- A . Benchmark Board structure and operating effectiveness.
- B. Provide ongoing education on governance and operation of the Board.
- C. Assure the successful implementation of the MHS Strategic Plan 2010.
- D. Support and encourage the growth and development of the leadership of MHS.
- E. Consider Board structure and processes to achieve institutional sustainability.

Strategic Framework

Strategy **Goal 4**
MHS's Board will act as a brand steward.

How will we reach our goals?

Strategies

- A. Define the MHS brand.
- B. Know the risks of the MHS brand and develop contingency plans on brand risks.
- C. Increase brand exposure through Board networking opportunities.
- D. Evaluate and allocate resources to the School's marketing plan.
- E. Encourage independent school organizations to advocate more aggressively for the boarding school experience.
- F. Advance the Girls' Leadership Project.

Step 2. Organize around what matters

Structure Transforms

Process:

MHS's Goal Team Approach

Board Goal Teams



BOT Goal Teams Augmented by Staff



A new angle on assumptions

- EX: What do we need to believe to endorse the net tuition levels for the next five years?

We need to believe that:

- requests for financial aid will not increase significantly
- we have enough aid to respond
- families will sustain their commitment to an MHS education
- the local public schools will not be perceived as a viable option

Step 3. Do what matters

- What are the assumptions?
 - For tuition?
 - For salary and benefits?
 - For facility renewal?
 - For building?
 - For program enhancements?
 - For revenues?
 - For additional spending?

Doing what matters...

- What are the brutal facts?
- What are the unshakeable beliefs?
 - This I believe...
- What are the milestones, benchmarks and measures of success?

Board determines institutional evaluation tools

- Determine what the school needs to measure and how so that the Board can do its strategic work
 - Example: Annual school-wide report

Monitoring, tracking, reporting and measuring success

ACADEMICS

- Testing information
- Grading information
- College counseling
- Academic Skills Center
- ESL
- Horizons
- Athletics
- Library
- Total teaching days
- Classroom teaching statistics
- Student-Teacher Ratios
- Teaching Faculty FTE Statistics

Monitoring, tracking, reporting and measuring success

ADMISSION

- Admission Overview
- Critical Issues for Next Five Years
- New Enrollment
- New Students
- Student Testing
- Enrollment
- Funnel Activity
- Retention
- Financial Aid
- Comparative Data
- Budget

Monitoring, tracking, reporting and measuring success

FINANCE AND OPERATIONS

- Overview
- Statement of Financial Position
- Income Statement
- Long term Investment Summary
- Operating Revenue and Expenditure Charts
- Comparative Tuition Data
- Other Financial Data
- Comparison of MHS Full-Time Teaching Salaries with AISNE Medians and Local Public School Salary Scales
- Other Teacher Salary Data
- Maintenance and Facilities Report

Monitoring, tracking, reporting and measuring success

DEVELOPMENT

- Overview
- Fundraising Progress Report
- Fund for MHS
- Capital Campaign
- Special Event Activity
- Endowment
- Fundraising Cost and Income Ratios
- Development Marketing Plan
- Comparative Data on Fundraising

Monitoring, tracking, reporting and measuring success

MARKETING

- Marketing Overview
- Marketing Sources of Inquiring Students
- Internet Inquiries by Month
- Internet Inquiries by Grade
- Internet Inquiry to Enrollment Funnel
- Analysis of Admission Inquiry Surveys
- Marketing Source of New Students
- Analysis of New Family Surveys
- Analysis of Decline Surveys
- Where Did Students Who Declined MHS Go?
- All-School Survey 2007-2008
- Senior Exit Interview Study, Class of 2008
- Admission Recruitment and Outreach
- On-Campus Events for Prospective Students
- Marketing Ads
- Printing Jobs Completed, 2007-2008
- Miss Hall's School in the News, 2007-2008
- News on the Miss Hall's School Website, 2007-2008
- Website Overview
- E- communications

Monitoring, tracking, reporting and measuring success

STUDENT LIFE

- Overview
- Health Services
- Counseling Services
- Judicial Committee Report
- Student-Faculty Advisory Committee
- Weekend Activities
- Student Housing

MHS Board changes since implementing Board-based strategic plan

- Board clarity on and confidence in executing plans that are consistent with its core and purpose
- Enhanced performance on goals
- Ability to attract and retain board members who are aligned with board values and mission
- Enhanced flexibility to ask generative questions, recalibrate, and create relevance in Board work
- Development of a culture of strategic thinking vs. operational pre-occupation
- Culture of collaboration vs. silos

What the Trustees Say about Goal Teams

- They require us to shift our focus
- They are “silo busters”
- Standing Committees = Short-term
- Goal Teams = Long-term
- Standing Committees = Fiduciary
- Goal Teams = Generative
- Increase efficiency by providing appropriate venues for discussions

Board-based Strategic Planning

1. Find out what matters

Core ideology: values and mission (*What do we stand for and what is our purpose?*)

Strategic issues/agenda/drivers (*What must we address?*)

Assumptions about the future (*What do we think will be true about the future?*)

Strategic framework of vision, goals, strategies, and *initiatives* (*What is our vision of success, our necessary accomplishments, our approach, and our specific tasks?*)

2. Organize around what matters

Board-driven Goal Teams augmented by staff (*How will we get the work done?*)

3. Do what matters

Work from a written plan; measure and report results; and engage in ongoing strategic thinking in order to recalibrate and adjust based on changing environments (*How will we know we have been successful and how do we keep our focus and our work relevant?*)

Thank you!

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