

Larger Societal Forces

- **Boarding is Counter-cultural**
- **Changes in Parenting Norms**
- **Wealth Creation & Distribution**
- **Technological Revolution**
- **Globalization**
- **Macroeconomic Events & Cycles**
- **Changes in Educational Choice Set**
- **Changes in Educational Delivery Modalities**
- **Demographics**

A TABS-eye View

TABS schools enroll . . .

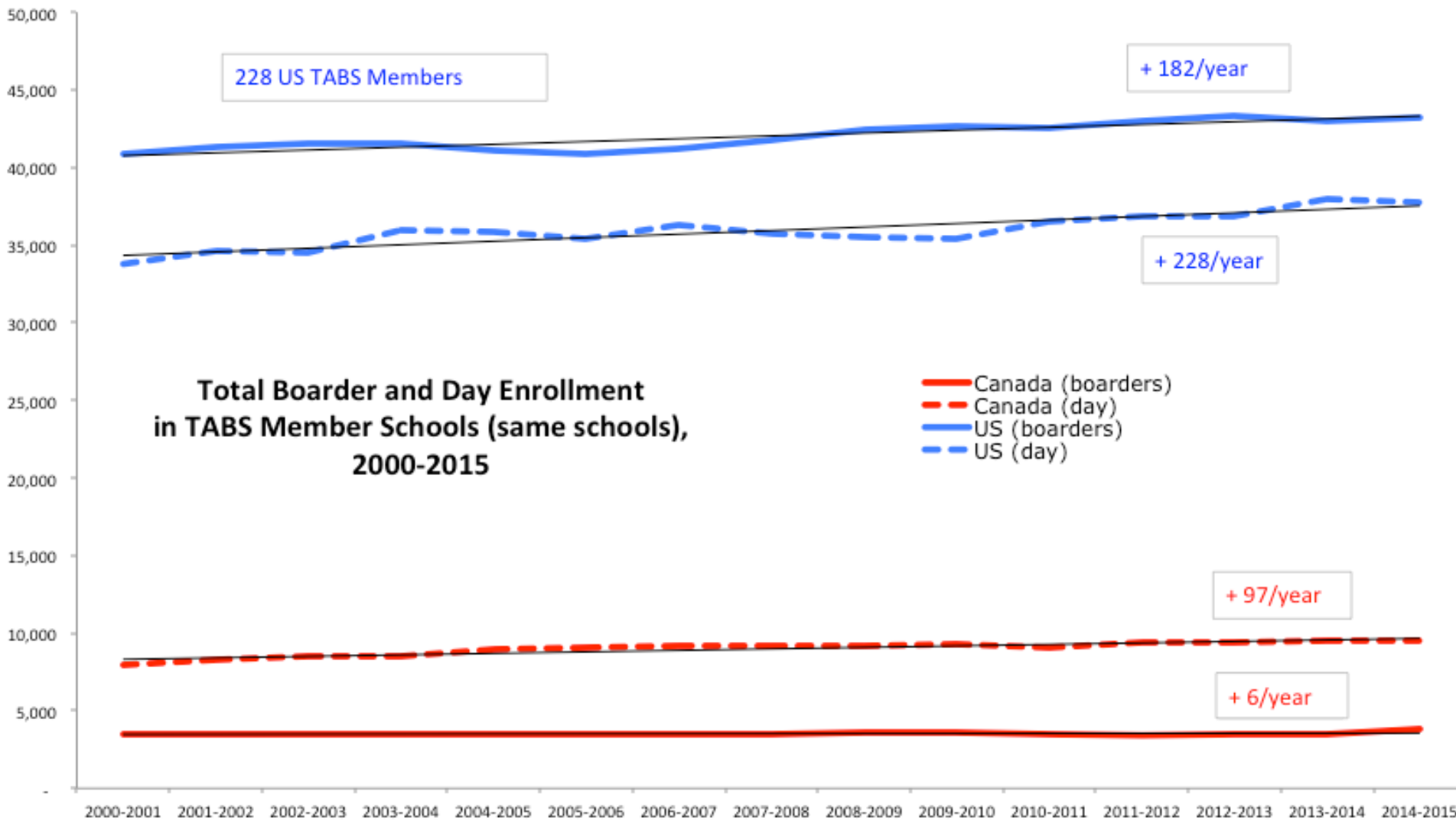
Over 100,000 students

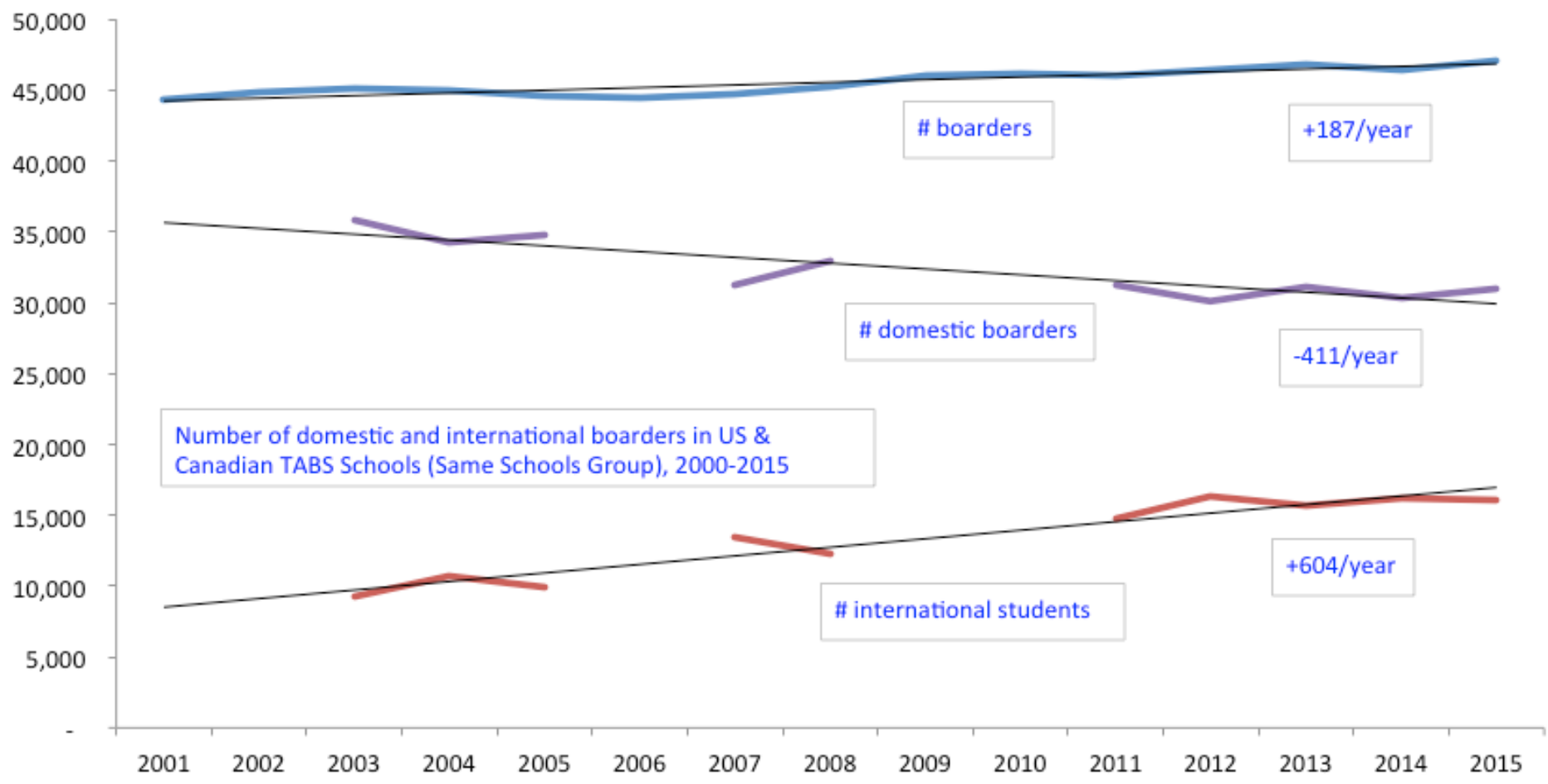
Over 50,000 boarding students

**32,500 of those are U.S. or Canadian
citizens or permanent residents**

**Of these 32,500, just over 20,000
of these are full-pay or high-pay
(paying \geq 60% of a school's boarding sticker price)**

Total Boarder and Day Enrollment in TABS Member Schools (same schools), 2000-2015





Number of domestic and international boarders in US & Canadian TABS Schools (Same Schools Group), 2000-2015

Note: Assumes that all international students are boarders

249 US & Canadian TABS Members

Sector-wide Boarding Mix

2007

75% domestic, 25% international

2011

69% domestic, 31% international

2015

65% domestic, 35% international

Domestic is defined as students from the U.S. or Canada

Source: raw data, TABS files

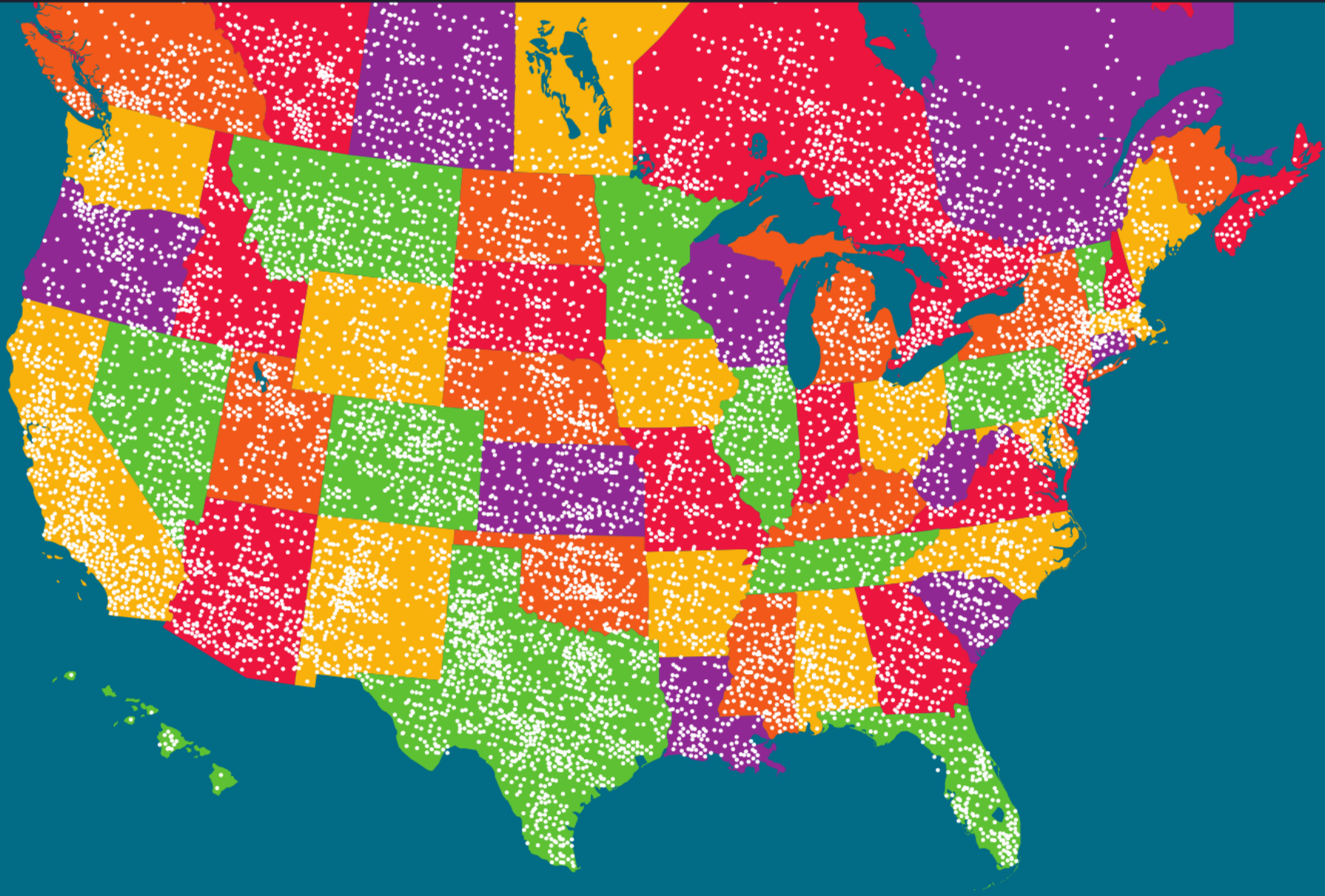
Takeaways

- **Total enrollment, total boarding enrollment, and day enrollment have grown modestly.**
- **More than 100% of the net boarding growth is a function of increasing numbers of international students.**
- **In the last 3 years, international growth has moderated slightly.**
- **Domestic boarding enrollment is in the midst of a very gradual but persistent decline.**
- **Some schools and segments are growing.**

The Challenge

- **Persistent decline in domestic boarding**
- **Many schools are reporting difficulty filling with mission-appropriate boarders**
- **The vast majority of schools accept a very high percentage of full-pay domestic boarding candidates. This slim margin is a threat to mission and operation, but also diversity.**
- **Traditional mechanisms for offsetting soft demand are showing diminishing or marginal utility.**
- **High competition and disruptive environment**

There are \approx 18,000,000 high school-aged students across North America



GOAL: 2020 BY 2020



By 2020, to increase by 2,020 students the number of enrolled boarders from U.S. and Canadian families paying all or most of the tuition.

As a secondary goal, we aim by 2020 to increase applications by 10%.

Reaching our goals requires a two-stage rocket.

**It is not only an “admission” effort;
it is a “mission” effort.**

What's In the Plan

Four (4) Dimensions

Market Intelligence

Grassroots Activation

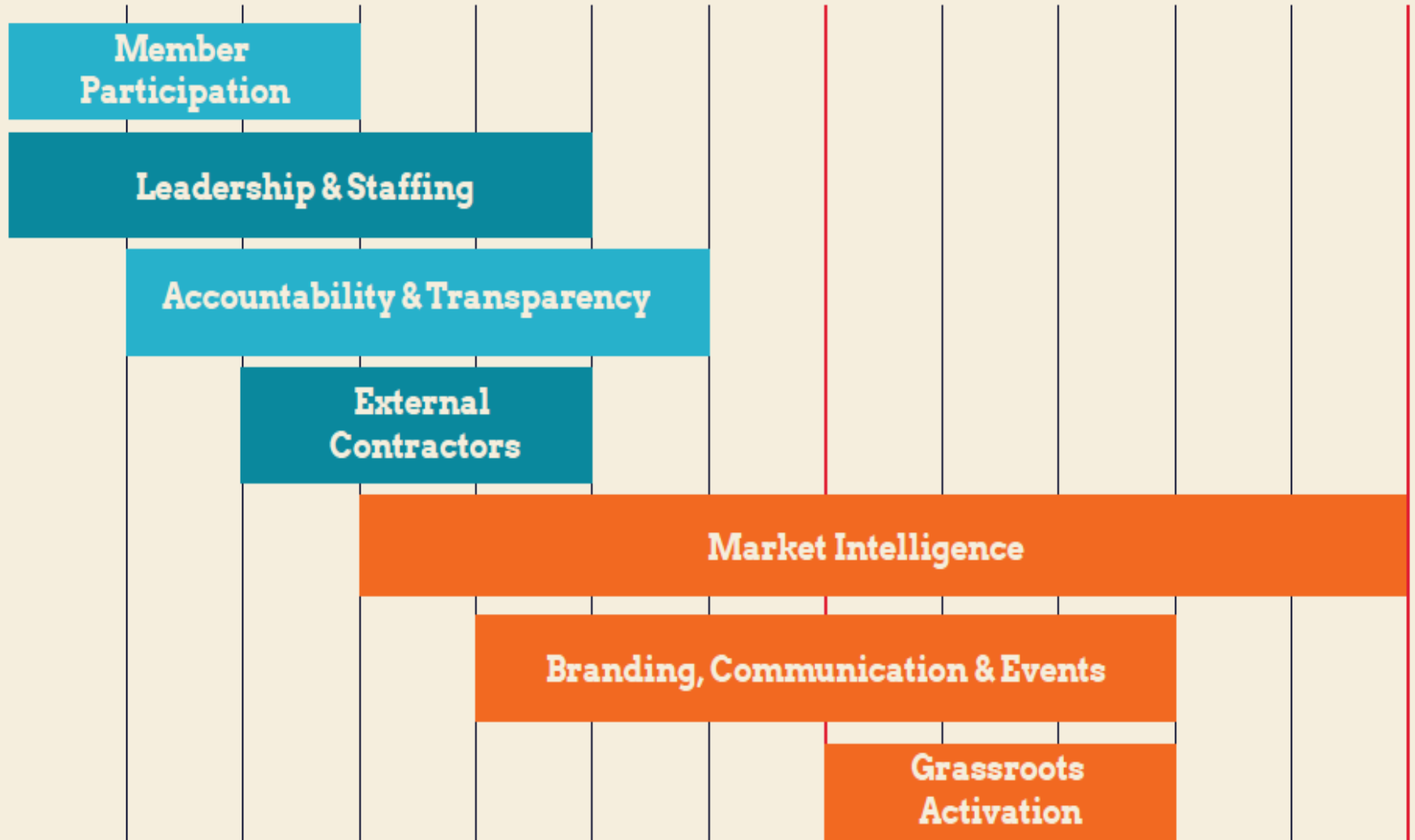
Branding, Communications, and Events

School Innovation and Improvement

DEC 2015

JULY 1, 2016

DEC 31, 2016



DEC 2015

JULY 1, 2016

DEC 31, 2016

**Complete Enlistment
of Schools**

National Search for NABI Director

**Create New Governance,
Member Advisory & Reporting Structures**

**Select Lead Research
& Creative Partners**

Initiate First Consumer Research Projects

Develop Core Messaging & Branding

**Wireframe
Online Community**