

THE CROW'S NEST



Crow's Nest is scheduled at the perfect time of year to refresh your perspective and to expand your thinking about your leadership role in admission and enrollment management. How fitting that The Crow's Nest is celebrating year 23 in Maine, our country's 23rd state! During your three days with us, you'll find the coast of Maine provides an ideal setting to allow your energy to build as you hear from some of the best independent school thinkers who'll share their perspectives and wisdom.

Crow's Nest is renowned for its informative and inspiring presentations, its provocative discussions, its ocean breezes, and of course, its lobster. More importantly, you'll be infused with an energy derived from spending three days on the coast of Maine with like-minded colleagues who come from across the country. And like so many others before you, you'll leave with an appreciation for Maine's state motto: "The way life should be".

What Previous Participants said about Crow's Nest ...

... "I appreciated the balance between intellectual engagement and re-setting/self-care."

"Crow's Nest is so thoughtfully designed-with great sensitivity to how participants (at least this one) were going to be showing up (tired, in need of fellowship, perhaps feeling a little untethered). I am now inspired to do better and more!"

"It is just so nice to be able to reflect with so many talented professionals in a warm, fun and trusting environment. Thanks for helping us find laughter in challenging times."

"This was by far the most useful, meaningful and fulfilling professional development program I have ever attended."

"The presenters, the participants, the Maine breeze and the Colony's ocean view - are not matched elsewhere"

"So exceptionally well done. Warm likeable, friendly conference organizers, speakers and attendees. By far the best, highest quality professional development event I've attended,"

"Chris, Monique, and Scott - you have created a dynamic experience. This is a gift and I am grateful!"

"I may never go to another admissions conference! Every piece of information and every session was incredibly useful. Loved every minute! Thank you for this great opportunity."

THE BAKER GROUP MISSION

With over 30 years spent developing enrollment management theory and practice, the Baker Group provides a suite of strategic and creative consulting services to independent school leaders seeking to improve their admission, marketing, and enrollment management programs.



Crow's Nest at the Baker Group
P.O. Box 1088
Kennebunkport, ME 04046



A 3-day retreat for experienced admission and enrollment management professionals.

June 26 - 28, 2023

The Colony Hotel
Kennebunkport, Maine

The Crow's Nest Institute is the nation's premier forum for experienced senior admission and enrollment management leaders. Participants grow personally and professionally by exploring solutions to the challenges presented by an ever-changing landscape. You have survived an unbelievably challenging few years and your resilience and strength are admirable. Now it's time to regroup, reconnect, and restore your balance.

Crow's Nest seeks admission and enrollment professionals who want to challenge themselves to be a more effective and creative school leader. For 22 years, independent school admission leaders have returned to their campuses from Crow's Nest with a fresh perspective, a clearer sense of their leadership capacity, and the critical insights necessary to develop long-term strategies to sustain school enrollment. Now in its 23rd year, the purpose of Crow's Nest remains unchanged: to motivate and enable participants to embrace their role to inspire, collaborate, and lead by meeting challenges with intention, urgency and strength.

Because independent schools rely on enrollment for the majority of their annual operating income, it is critical that admission directors educate themselves and their schools about the shifts in the educational landscape, the increased intensity of the admission cycle, the "holy triangle of school finance," the ever-evolving marketing mix, and the impact these changes exert on future enrollment. In addition to timely and informative presentations on the marketing challenges we face, "Scanning the Horizon" sessions offer engaging discussions that inspire participants to think more strategically, more creatively, more energetically, and more intentionally about their school's response. At Crow's Nest, we focus on personal development as much as retooling each participant's admission and enrollment management skill set. During the opening "Tending to Your Inner Captain" session, we'll create space to reflect on who you are as a person, leader, and community member using the Enneagram, an amazing tool for personal and professional self-awareness. During the three-day program, participants will be encouraged to think differently about how to navigate the rough waters of the education marketplace to position their school to be a beacon that attracts students and families aligned with their school's mission. This will include strategizing on big picture thinking, clarifying institutional needs, and identifying strategies that will enhance admission operation and enrollment management practices.

In this time of unprecedented change, independent schools face mounting recruitment and retention pressures. Chief enrollment officers need to be the guiding light for their school communities and stakeholders in navigating these challenges and finding safe shores. More than anyone else on campus, enrollment leaders are uniquely positioned to effectively straddle the internal and external world of their school. The 23rd Crow's Nest promises to challenge you to expand your thinking while helping you restore the balance between home and work and focus intentionally on your professional and personal growth.

We invite you to join us in celebrating 23 years of The Crow's Nest Institute while embracing your unique personal gifts and strengthening your skills as an enrollment leader. In the wake of an unusually uncertain and stressful time for enrollment officers, and in the face of the challenges that lie ahead, we believe these three days of personal and professional growth, rejuvenation, and reconnection will prove invaluable.

Faculty

Christine H. Baker is President and Founder of The Baker Group and has recently been named the Admission and Enrollment Management services leader at Carney, Sandoe and Associates in Boston MA. The Baker Group is a dynamic, independent school enrollment management consulting firm that specializes in admission and enrollment related audits, director searches, and market research. The partnership with Carney Sandoe will provide a more far reaching platform for this work. Christine and The Baker Group have helped more than 900 independent schools over the past 24 years address enrollment management challenges. Before forming The Baker Group, Chris served as Director of Admission at Milton Academy, and worked for 10 years in college admission at Boston College and Babson College. Chris is also the editor of the NAIS Enrollment Management Handbook. She will facilitate conversations on enrollment leadership based on a five-year perspective on your school, your career, and you.

Lee Coffin, Vice Provost for Enrollment and Dean of Admissions and Financial Aid at Dartmouth University, formerly Dean of Undergraduate Admission and Enrollment Management at Tufts University is well known to Crow's Nest, first as a participant and more frequently as an engaging and insightful guest faculty member. Lee's career includes higher education administrative positions at Trinity College, Harvard College, and Connecticut College as well as school experience as the former Dean of Admission at Milton Academy. As a Crow's Nest favorite, he is also the mentee success story of NEACAC Rookie Camp 1990. Lee's informed voice from the college admissions world is always revealing and entertaining.

Monique Devane, Head of School at the College Preparatory School in Oakland, California since July, 2011, is at the top of the list of industry thought leaders. She is a member of the NAIS Board of Trustees, has worked in admissions at Brown University, and served as director of admission at Northfield Mount Herman School in Northfield, Massachusetts and at the Thatcher School in Ojai, California. Monique has also served as director of development at Shady Hill School in Cambridge, Massachusetts and as the Associate Head of School at Hawken School in Cleveland, Ohio. Monique will facilitate conversations on completing the circle: evaluating the correlation between admission reader ratings and student performance.

Scott Looney has been Head of School at Hawken School, Cleveland, Ohio since 2006. The ultimate leader in all things enrollment management, he has introduced successful school initiatives that have improved his school's market position, including improved affordability, and the use of research to enhance program and marketing. Scott is the mastermind behind the Mastery Transcript Consortium and the Mastery School as well as a leader in changing how schools report student mastery and successes. Scott has previously served in the admission offices at the Cranbrook Schools, Lake Forest Academy, and Phillips Academy in Andover. He is an engaging and knowledgeable presenter and author on topics that include access and affordability, technology, marketing, and management. Scott will lead discussions around the "holy triangle of school finance" (class size, tuition and salaries), and how chief enrollment leaders can play in this space.

Michael Naylor, M.Ed., CCS, LADC, CPCC is the CEO of The Maine Enneagram Center for Transformation and Well-Being. We are thrilled to have him back to Crow's Nest again. Michael has trained extensively as an Enneagram teacher through the Riso-Hudson certification process, through the Enneagram Institute's Authorized Teacher Certification, and as a faculty member of the Enneagram Institute. The powerful enneagram system of personality typing highlights patterns in how people interpret the world and manage their emotions. The Enneagram describes nine personality types and maps each of these types on a nine-pointed diagram which helps to illustrate how the types relate to one another. The Enneagram is an amazing tool for self-awareness and growth in enrollment leaders. Michael is a member and teacher of the International Enneagram Association and has taught broadly and facilitated workshops with numerous professional coaching teams throughout the United States and Europe since 2006. We will be uncovering the magic of the Enneagram in the opening session, "Tending to Your Inner Captain."

Devereaux McClatchey is president and senior search consultant at Carney Sandoe & Associates. He has worked on leadership searches all over the country and has consulted for schools on a wide range of topics, including long range strategic planning, governance, and succession planning. Devereaux will be leading our "What's Next?" conversation.

Katie O'Connell, is the owner of the Dragonfly Yoga Barn, Studio & Retreat Center in North Sandwich NH. She is an Ayurvedic Yoga therapist, ERYT 500, Reiki Practitioner, and Thai Yoga therapist. Katie leads retreats, trainings, and workshops in beautiful locations around the world, including the Colony. Crow's Nest welcomes Katie back for yoga and more mindfulness training and wellness strategies.

Our Schedule:

Monday, June 26, 2023

12:30-1:30	Registration
1:30-2:00	Welcome, Introductions, Program Overview
2:00-5:30	Tending to Your Inner Captain
6:30-8:00	Cocktails and a Maine Lobster Bake
8:00-9:00	Blueberry Pie and "What's Next?" Conversation

Tuesday, June 27, 2023

7:00-8:00	Gentle yoga
7:30-8:45	Breakfast
9:00-10:15	Scanning the Horizon
10:30-12:00	Discussion by Assigned Small Group
12:15-1:15	Ocean Breeze Luncheon
1:30-2:30	Scanning the Horizon
2:45-3:45	Scanning the Horizon
4:00-5:15	Small Discussion Groups by Topic
6:00-8:00	Cocktail Reception
8:00	Dinner on own (There will be a sign-up for anyone interested in dining as a group)

Wednesday, June 28, 2023

7:00-8:00	Gentle yoga
7:30-8:45	Breakfast
9:00-10:15	Refining Your Charted Course
10:30-11:45	Refining Your Charted Course
12:00-1:00	Discussion by Assigned Small Group
1:15-1:45	Working Lunch and "Shout Outs"
1:45-2:00	Closing comments



Registration

Join us for our 23rd annual retreat celebrating the critical role admissions and enrollment management professionals play at independent schools.

Institute fees: \$1,950 includes all programming and materials, meals at the Colony Hotel that include breakfasts, lunches, and dinner on Monday evening plus a Tuesday evening reception, in Kennebunkport Maine. **NEW THIS YEAR: THE INSTITUTE FEES DO NOT INCLUDE YOUR HOTEL ROOM. PARTICIPANTS WILL NEED TO RESERVE THEIR OWN HOTEL ROOM DIRECTLY WITH THE COLONY HOTEL (207) 967-3331 AND MENTION YOU ARE PART OF THE CROW'S NEST INSTITUTE.** Space is limited given the format of the Crow's Nest Institute. For registration forms and more information, please check The Baker Group website: www.thebakergroup.com

Crow's Nest at The Baker Group

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