

# Meeting Today's Parent Needs to Create Lasting Partnerships

Strategies to Reduce Risks of Unproductive Relationships and Capitalize on Opportunities to Satisfy Parent Desires

### Important Takeaways from Yesterday's Session



### Customer Profile: Today's Independent School Parents

Generational Trends



More **Transactional** 



More **Anxious** 



Less Trusting



Practice Intensive Parenting

# Consequences for Misalignments with Today's Parents' Expectations

### Increased Expenditure of Resources

- More time, energy invested to address parent concerns
- School leadership, faculty, staff bandwidth reduced

#### School Reputation Threatened

- Negative PR generated by disgruntled parents on social media, in press
- Controversy disruptive to parents' faith in school



#### Schools' Locus of Control

Better managing the tensions that exist between schools and parents

2020 bi Source: EAB interviews and analysis.

### Reduce Risk and Capitalize on Opportunities



1

Use Parent Education to Build Trust 2

Assess Parent Concerns Through Surveying 3

Fulfill Intensive Parents' Desire for Student Perspective 4

Connect Parents
Through
Dedicated
Communities







•

- Less Trusting
- More Anxious
- Practice Intensive Parenting
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- Comprehensive Parent Education Curriculum
- Ongoing Virtual Education Series
- 3. Proactive Parent Feedback Survey
- Student-Centered Fishbowl Discussion
- Perspective-Sharing Senior Workshop
- 6. Relationship-Building Parent Dinner
  - . Parent Edutainment Offerings
- 3. Mindfulness Parent Support Group
- Engagement Preference Survey



Reduce Risk and Capitalize on Opportunities

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Use Parent Education to Build Trust



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### Parent Education Now Expected as Standard

"There's a desperate need from parents for parent education...And they want information about how to educate and raise their children, whereas before they would say, 'Oh well, the school is going to take care of everything. That's why I send my kids to there and pay tuition.' But now they want to send their kids here and they themselves also want to be educated."

Head of School, Co-ed JK-12, Northeast

### **Common Offerings for Parent Programming**



Occasional events with logistical information related to **school-specific programming** 



Sporadic **external speakers**, who present on subject-matter expertise



Exception: Regular offerings for **college counseling** – process to expect and details of school support

# Negative Parent Outcomes

- Parents question how school handles new or difficult topics
- Parents left to own conclusions about effectiveness of school's approach

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Research on Trust Shows Need to Demonstrate Judgement, Expertise



### Intentional parent education programming:









### **Varied Content, Representation**

Wide-ranging expertise shows knowledge across school departments, constituents





### **Regular Cadence of Offerings**

Consistent programming creates expectation of reliable parent education



### **Branded Program**

Branded parent education programming conveys intentionality, continuity



### **Clear Philosophy**

Proactively provided information clarifies school's approach, particularly on tough topics

### Establish Expertise with a Comprehensive Curriculum

### Overview: John Burroughs School's Parent Education Program





# Programming Offered across Departments

- 10 parent events/year offered by various departments, administrators, volunteers
- Organized by director of DEI; director of counseling; grade-level principals; and/or director of parent programming



# Events Diverse by Design

Programming ranges widely in content:

- Parenting topics (e.g., establishing boundaries)
- Faculty-led sessions (e.g., lectures, book club)
- Issue-specific programming (e.g., student health and wellness topics)
- Parent, student panels (e.g., personal experience transitioning genders)
- DEI events (e.g., history of local immigration)



### Programs Marketed to Promote Participation

- Expectation set for at least one parent to attend each event
- Programming marketed to convey topic urgency, relevance for parents
- Events often yield 50-120 parents in attendance

**Result:** Parents view school as expert in addressing a myriad of issues related to student academics, development, child-rearing

### Parent Education: A Lever to Build Parent Buy-In

The truth is, a lot of the parent programming we do for us. We do a ton of work with our students and with our faculty, and it gets undone when students go home...[Parents] are coming from a great place, but they're just repeating what they were taught 30 years ago and not reading all this new stuff. So, we try to offer programming that brings parents up to speed on the same issues that their kids are learning about. Parent education brings them on board; it makes us a better community and a better school."

— Andy Abbott Head of School, John Burroughs School

### Continuously Engage Parents with Ongoing, Virtual Education



Trinity-Pawling School

### Pride Perspectives Webinar Series a Consistent, Reliable Source of Information:



Designed to engage parents during pandemic as part of school-wide effort to prevent attrition, increase fundraising



Held consistently, with 1-2 webinars featured per month



Topics surfaced during weekly administrative meetings to inform parents, reduce concerns

## Extra Sessions Scheduled as Needed to Inform, Secure Parent Trust

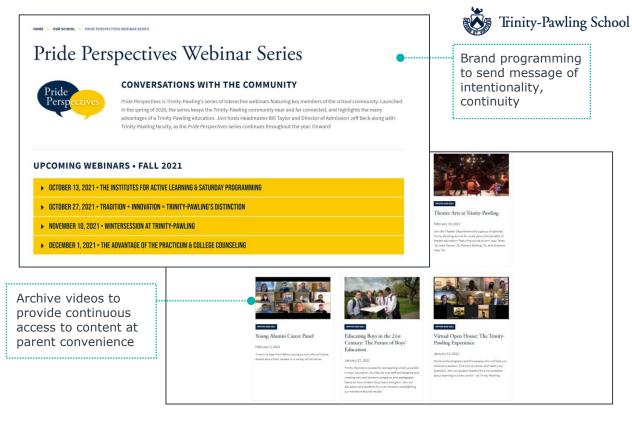
### Example:

- Anticipating parent anxiety over a curriculum change, administrators hosted webinar on new "Wintersession" to inform parents of its academic benefits
- Webinar answered parent questions, reinforced trust in school's academic approach

### Sample Topics Featured: Spring 2020 to Spring 2021

- Q&A with School Leaders
- Coping Tips with the Dean of Counseling
- Educating Boys in the 21<sup>st</sup> Century: The Future of Boys' Education
- Pride Athletics
- Current Trends in College Counseling
- Wintersession at Trinity-Pawling
- A Bridge to the Future: Reopening Campus

### Enhance Accessibility with Intentional Branding, Video Archive 12



### Take Stock of Existing Parent Programming

### **Next Steps**



Compile a list of all existing parent programming, including events held by each division, grade level, and offices, like Enrollment and Advancement



Categorize offerings by type to get a complete picture of topics covered; identify gaps where additional topics should be offered



**Work with EAB** to design a comprehensive parent education curriculum offered throughout the school year

### Reduce Risk and Capitalize on Opportunities



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Assess Parent Concerns Through Surveying





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### Current Approach Leads to Shortcomings in Relationship with the Majority

### Schools Wait for Parent Concerns to Surface...

- Parent issues voiced early only from most vocal
- Majority is too busy, reluctant to surface issues

### ...Allowing Problems to Escalate

- Administrators miss chance to promptly address problems
- Escalated issues risk contributing to unproductive partnerships



Instead, Take Temperature of All Parents to Surface Issues Early

Utilize online surveys to identify, act upon parent challenges and areas for improvement



### Light-Lift for Parents

- Design survey or feedback form to be quick, easy to complete
- Send survey directly to parents' inbox, rather than on online portal or secondary site



### **Everyone** Surveyed

 Send survey to all parents in community, adjusting content by grade or division



### **Timely** Deployment

- Ensure regular cadence for soliciting feedback--quarterly is ideal
- Deploy additional surveys as needed to gauge response to controversies, crises



### **Results Utilized** Intentionally

- Identify individual parent issues to address immediately
- Monitor trends to tackle through parent education events or formal communication

### Proactively Surface Issues to Prevent Future Problems

# The Pingry School's Weekly Family Feedback Form



Sent to all parents through weekly newsletter



Separate surveys administered for lower school and middle/upper school families



Responses ranged from 10-40 new replies each week



Administrators used data to proactively respond to parent concerns, identify problematic trends

### **Sample Questions**



ery dissatisfied	0	$\circ$	$\circ$	$\circ$	0	Very Satisfied
	1	2	3	4	5	

- Additional comments about your satisfaction with your child's OVERALL EXPERIENCE:
- As best you can, respond to the following: My child is engaged.

trongly Disagree	$\circ$	$\circ$	$\circ$	$\circ$	0	Strongly Agr
	1	2	3	4	5	

4. As best you can, respond to the following: My child is able to foster relationships with teachers.

Strongly Disagree	$\circ$	$\circ$	0	$\circ$	0	Strongly Agre
	1	2	2	4		

 As best you can, respond to the following: My child able to navigate Google Classroom (including accessing links, coursework, assignments, etc.)

Strongly Disagree	$\circ$	0	$\circ$	0	0	Strongly Agre
	1	2	3	4	5	

### Respond to Issues Early to Mitigate Parent Anxiety



# **Identify Items for Immediate Action**



Leadership team reviews results, prioritizes items for immediate response

#### **Track Problem Areas**



Trending areas of concern identified, tracked each week

# Share Noteworthy Successes



Triumphs gathered from data to share out broadly

### Example: Quick Action Taken to Address Student Mental Health

- · Parent feedback expressed concern over rising student stress, declining mental health
- School planned social activities (food trucks, ice cream socials) to increase student engagement with peers, counselors
- · Positive student response reflected in feedback forms, student attendance

### Conduct a Review of All Parent Surveys

### **Next Steps**



Work with all divisions and departments to compile a list of all surveys currently sent to parents and when



**Identify whether an existing survey could be altered** to collect parent feedback or a new one is needed



**Work with EAB** to design your own parent feedback survey to administer quarterly

### Reduce Risk and Capitalize on Opportunities



**Use Parent Education to Build Trust** 

**Assess Parent Concerns Through** Surveying

**Fulfill Intensive** Parents' Desire for Student **Perspective** 







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- Perspectivesharing Senior Workshop



### **Varied Content, Representation**

Wide-ranging expertise shows knowledge across school departments, constituents





### **Regular Cadence of Offerings**

Consistent programming creates expectation of reliable parent education



### **Branded Program**

Branded parent education programming conveys intentionality, continuity



### **Clear Philosophy**

Proactively provided information clarifies school's approach, particularly on tough topics



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### **Student Perspectives**

Student-centered programming recognizes unique student voices, wants, needs



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### Clear Philosophy

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### Raising Successful Children Requires 4S's of Care...

Research shows receiving sensitive, supportive care as children is best predictor of adult success<sup>1</sup>





Dr. Daniel J. Seigel and Dr. Tina Payne Bryson's suggest using **4 S's** to make children feel:

- Safe
- Seen
- Soothed
- Secure

### ...But Intensive Parents Rarely "See" Children



"In the world of hyper-parenting<sup>2</sup>, the second S— "seen"—often seems to get left behind. We all know we should keep our kids safe and secure, and...soothe them when they're upset. **But what about really seeing them**?"

Daniel J. Siegel, M.D. and Tina Payne Bryson, Ph.D.

### **Opportunity for Schools**



Use Programming to Teach Parents to See Children by:

- 1 Hearing from students as unique individuals
- **2** Listening to their perspectives, vulnerabilities
- Bengaging in candid dialogue with students

<sup>1)</sup> Defined as relational, social-emotional, and professional success

<sup>&</sup>quot;Hyper-parenting" is another term for intensive parenting.



#### Create a Safe Space for Vulnerability

- Facilitate events with trusted adults, like school counselors or advisors
- Separate parents from own children to allow for anonymity, promote openness



### Plan Thoughtfully for Candid Conversations

- Set clear norms for listening, talking without judgment
- Structure parentstudent dialogue with standard questions, which can be shared ahead of time
- Personalize session by allowing for participants to submit questions as appropriate



#### Actively Promote Participation

- Signal event importance by requiring student participation when possible
- Encourage parent attendance by scheduling for convenience
- Promote events through varied marketing channels, emphasizing importance of parent participation

### "Fishbowl" Gives Parents Visibility into Student Experience 25





#### Fishbowl a Required **Component of 9th Grade** Curriculum

- All students participate in "Self and Community" course
- Learn about substance abuse, sexual health, other topics relevant to teens
- Participate in Fishbowl Activity on the adolescent brain, substance abuse and decision-making with parents, student advisors

### **Event Objectives**

Educate parents on consequences of drug, alcohol abuse, and promote available school supports

Share candid parent and student perspectives, reflections on substance abuse during "fishbowl" discussion

"The purpose isn't to find solutions, but to ask questions. Ultimately, we want to bring everyone closer to being on the same page by giving parents the ability to see their **own child** through the lens of the conversations students have with peers."

Shelley Danser, Upper School Counselor, Durham Academy

### Parents Taught to Empathize with Student Stress

### Two-Part Event Deepens Parent Understanding of 9th Grade Experience

### Part I: Educate Parents on Drug, Alcohol Abuse

- Parents attend 1-hour expert presentation on substance abuse, school supports and resources
- Students, parents write down questions to pose to each other in Part II

Allow participants to tailor discussion to own areas of curiosity

#### **Part II: Discuss Substance Abuse with Peers**

- Students divided into Advisory groups of 11, joined by 3-6 parents, and advisor
- Round 1: Advisor asks questions for parents to discuss while students listen; then parents listen to students respond to advisor prompts
- Round 2: Advisor poses pre-written questions from students, parents to facilitate candid discussions in each group

Exclude parents from advisory group with own child; instead, parents gain insight into child perspective from peers

Vet questions ahead of time to ensure appropriate content

#### **Event Outcomes:**



Parent feedback consistently positive



Parents appreciative of articulate student perspective

50% g

Approximate percentage of parents attending each year

### Parent-Child Tension Eased in School-Led Workshop

St. Stephen's and St. Agnes School Normalizes Feelings in Major Life Change



### **College Transition Workshop Overview**

St. Stephen's + St. Agnes School

**Description**: Annual spring event for seniors, parents to learn about normal developmental shifts, conflicts in transition to college

**Goal**: Teach parents to see child's vulnerabilities, find common ground around major life change

#### Outcomes:



Participants learn what to expect from life during first year of college



Parent, student hopes, fears articulated for life transition, and common themes identified



Vulnerability, gratitude expressed through personal notes written anonymously by parents, students



Appreciation for strong school community, robust support expressed by parents

### SSSAS Workshop Bonds Parents to Students and School

# Three Workshop Components Strengthen Parent-Student Relationship, Promote Gratitude for School Support

1

Parents "See" Children When Hopes, Fears Surfaced



SSSAS displays parents', seniors' hopes and fears for college to create a space for openness, vulnerability 2

Parent-Child Tension Eased by Identifying Shared Feelings



Workshop allows parents, children to see eye-toeye despite normal tension in transition to college 3

Personal Notes Foster Warmth, Gratitude





Reading of parent, student notes fosters positive sentiment for student journey, school support

### Identify Current Gaps in Student Voice

### **Next Steps**



Review existing parent programming to find opportunities to integrate student voice



**Design new events centered around student perspective**, particularly around topics where parents may not fully appreciate the student experience (e.g. student stress, gender identity)



**Work with EAB** to discuss how to design events that integrate student voice

### Reduce Risk and Capitalize on Opportunities



**Use Parent Education to Build Trust** 

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**Fulfill Intensive** Parents' Desire for Student **Perspective** 

**Connect Parents** Through **Dedicated Communities** 









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### Declining (Real-Life) Social Networks



33%

Average decline in number of close adult relationships between 1985-2004



23%

Decline in Americans' membership in houses of worship between 1999-2020

### **Increasing Isolation**

- More than one-third of adults aged 45 and older felt lonely in 2017
- 71% of Millennials reported feeling lonely in 2020

While involvement in adult communities has dropped, **time parents**spend with children has skyrocketed

### Foster Strong Parent Relationships, Affiliation with School



# Satisfy Unmet Need for Community, Connection

Utilize existing independent school strengths to design offerings that build parent community

# Increase Brand Evangelism in Parents

Increase positive word of mouth, counter transactional attitudes

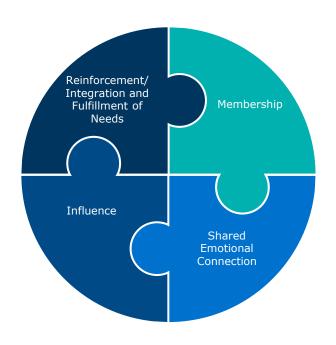




# **Build Lasting Parent Partnerships**

Support ongoing advancement, enrollment efforts

### **McMillian and Chavis Define Four Elements to Foster Community**



### Membership

Feeling of belonging or sharing personal relatedness

#### Shared Emotional Connection

Commitment, belief that members share history, common places, similar experiences

#### Influence

Sense of mattering, making a difference to a group, and of group mattering to members

# Reinforcement/Integration and Fulfillment of Needs

Feeling that members' needs will be met by resources received through group membership



### Membership

- **Boundaries**
- **Emotional Safety**
- A Sense of Belonging and Identification
- Personal Investment
- A Common Symbol System



### **Shared Emotional Connection**

- Positive Ways to Interact
- Important Events to Share
- Opportunities to Honor Memhers
- Opportunities to Invest in the Community
- Opportunities to Experience a Spiritual Bond Among Members



- Membership, shared emotional connection with students in abundant supply at independent schools
- ❖ Apply same principles to build parent communities

### **Brand Evangelism**

- Active behavioral and vocal support of the brand
- Consistent and repeated advocacy, akin to an unpaid spokesperson



### **Brand Trust**

- Willingness to rely on brand to provide stated function
- Feeling of security that brand will meet customer expectations



### **Brand Sentiment**

- Ability to elicit positive emotional response, general feeling of enjoyment over time
- Based on customers' whole experience, rather than single transaction



This study found sentiment to be the strongest predictor of brand evangelism and both attitudinal and behavioral loyalty...Sentiment is different than the brand's reliability and trustworthiness, or the practical usage of the brand; sentiment is the consumer's emotional connection to the brand."

#### **Toni Ann Cestare and Iphita Ray**

The Tribes We Lead: Understanding the Antecedents and Consequences of Brand Evangelism Within the Context of Social Communities

### Peloton's Brand Evangelism Cultivates Loyalty



### Membership

- Common symbol systems, including terminology, attire, branding
- Personal investment of time and money
- Sense of belonging and identification

### Shared Emotional Connection

- High fives, here now, video chatting, leaderboard, tags, following
- High-quality interaction among members
- Milestone events to honor members



### **Company Performance**

- ▶ Q3 total revenue grew by 141%
- Q3 12-month retention rate was 92%
- ► As of Q4, 12-month retention rate was 92%

#### Start it up 🧶

# Peloton proves the value of building community

Moving beyond the concept of brand loyalty has amazing benefits.

#### # make it

How Peloton exercise bikes became a \$4 billion fitness start-up with a cult following

Toro Haddillector Jr.



### Break out of Exclusive Culture by Breaking Bread

Columbus Academy's Dinner of Great Conversations Designed to Bond



# The Problem: An Exclusive Parent Culture

- · Community dominated by parent "cliques"
- Relationships harder to form for "outsider" parents

# The Solution: A Dinner Centered on Intimate Conversation

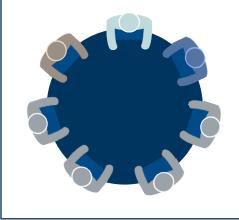
"The goal of the dinner is to bring the community together around a meal. We want to get to know people beyond the surface, into the values and beliefs that allow us to be fully 'us."

#### Pascal Losambe

Assistant Head of School for Student Outreach, Columbus Academy

# Structured conversations happen at tables with key stakeholders:

- Board Member
- Administrator
- Influential Parent
- Rotating Group of Parents



### Build Parent Relationships with Personal Questions



During each course, questions get progressively more personal, substantive to deepen connections



#### **Sample Dinner Questions:**

#### Round One

- If you could have witnessed one event in history, what event would that be?
- What is your favorite moment of the day and why?

#### Round Two

- What can you learn from your biggest mistakes?
- What traditions would you most want to pass on to your children?

#### Round Three

- How has conflict led to change in your life?
- What creates prejudice and what can an individual do to overcome it?

### **Discussion Norms**

- 1. Listen to listen and ask questions to learn.
- 2. Allow for quiet.
- 3. Be crisp.
- 4. Share the table.
- 5. Speak from the "I perspective".



Discussion norms ensure everyone feels safe, heard

### Design Event to Ensure Access, Inclusion, and Impact 39



#### **Event Board-hosted**

Board served as event host, and helped to organize, promote dinner



### **Childcare Provided**

Childcare provided onsite to allow parents with young children to attend



### **Nominal Fee Charged**

Parents charged \$10 fee to encourage commitment, but ensure all families can attend



#### Feedback Solicitated

Survey distributed after event to collect feedback on areas for improvement



### **Clear Expectations Set**

Expectations placed at each table to ensure all voices heard, honored



### Summer Courses Promote "Communities for Life"





"Community activities are such a large part of what Prep is...There is a hunger (among parents) to be engaged."

Jim Picket, Former Head of School Flintridge Preparatory School



"Summer @Prep" Parent and Alumni Summer Sessions (PASS)



Adult summer courses offered beginning ten years ago **engage parents**, alumni with Flintridge Prep **beyond the student experience** 

# PASS Created to Meet Parent Desire for Community, Ongoing Engagement

- Objective to encourage parents to be part of Prep community "for life," not just when children enrolled
- Courses focus on engaging parents
   around shared interests to enjoy own
   Prep experience
- All current, newly-admitted parents encouraged to enroll

### Create a Community Around Parent Interests

### **Entertaining Summer Courses Engaging for Parents, a Low-lift for Prep**



### **Classes Selected** to Appeal Widely

Variety of engaging courses offerings, such as:

- Great Books
- Art history
- Adult improv



### **Faculty Teach** from Existing Course-load

Popular faculty asked to teach courses. likely to attract participants



### **Accessible for Working Parents**

- Classes meet weekly in the evening for four weeks
- Some opportunities provided for additional meet-ups



### **Expenses Offset** by Revenue

Enrollment costs (\$175/person) cover program budaet

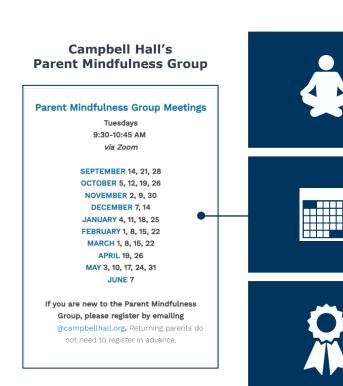


Once a parent enrolls, we've got them...They keep coming back."

Barrett Jamison, Dean of Student Life/Director of Summer School, Flintridge Preparatory School

### Weekly Support Group Creates Reliable Community Network

### Campbell Hall



### **Relevant Topics**

- Group facilitates mindfulness meditation, parenting discussions
- Intimate setting builds close-knit parent network

### **Regular Cadence**

- Group meets nearly every week throughout school year
- Establishes reliable pattern of support

#### **Value Add**

 Group a key cultural component of school that adds to positive reputation among parents

### Support Group Instills Feeling of Belonging for Parents

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"As a new member to the Campbell Hall community, the Parent Mindfulness Group has been such an unexpected gift and an integral part of my Campbell Hall experience this past year. The entire group has been so incredibly welcoming and supportive and with the help of Laurie Cousin's insight and guidance, I've acquired so many invaluable tools that have helped me to become a better parent, partner, friend, and overall human being. It truly is the gift that keeps on giving and I am so grateful...[for] this wonderful community!"

- 10th Grade Parent, Campbell Hall

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### **Pinpoint Parent Engagement Preferences**



### **Sample Questions From Survey**

1.	How	do	you	view	the	role	of	the	current	Paren	ts
	Asso	ciat	ion?								

2. What type of communication would you like to see from the PALC?

Consistent emails like "New Parents Can Use"?

Not Interested	$\circ$	0	0	0	$\circ$	Very Intereste
	1	2	3	4	5	

Small group Zoom forums based on areas of interest?

Not Interested	0	$\circ$	$\circ$	0	0	Very Intereste
	1	2	3	4	5	

Parent Association Meetings with set agenda?

Not Interested	0	$\circ$	$\circ$	$\circ$	0	Very Interested
	1	2	3	4	5	

3. Would you be interested in the School offering periodic talks on areas of interest to Madeira parents on education, well-being, alumnae leaders?

Not Interested	0	$\circ$	$\circ$	$\circ$	0	Very Interested
	1	2	3	4	5	

# The Madeira School's Parent Association Survey



Sent via SurveyMonkey in parent newsletter, administered in spring



Survey garnered 60-75 responses from parents



Managed by Alumnae Office and PALC President



Feedback integrated into current offerings

### Take Stock of Existing Parent Communities

### **Next Steps**



Take stock of where parent communities exist on campus by speaking with the Parent Association or other groups



Identify which parent groups (e.g. by zip code, demographics, student age) are currently engaged on campus and which are not



**Work with EAB** to design ongoing activities or one-time events that deliberately establish parent communities

### **In the Coming Weeks**



**Connect with EAB** to discuss how we can best support your work with today's independent school parents.



**Keep and eye out** for new upcoming resources to help you implement these practices at your institution.



**Work with your teams** to assess current offerings and identify key next steps.