



**Yardstick Learning LLC**  
**Attachment A – Scope of Services**  
**St. Hope Leadership Academy Systemic Student Recruitment**  
September 5, 2014

---

**OUR UNDERSTANDING OF THE ENGAGEMENT**

St. Hope Leadership Academy (SHLA) would like Yardstick Learning (Yardstick) to provide strategic management of their student recruitment and enrollment efforts, as outlined below. The Yardstick team members responsible for delivering these services will be available as follows:

1. Yardstick's Managing Partner, Dr. Ebbie Parsons, will be present at SHLA's Harlem campus at least 2 days per month. Dr. Parsons will serve as the team lead managing all aspects of Yardstick's efforts on behalf of SHLA.
2. Yardstick's Sr. Consultant, Devyn Humphrey, will be physically present at SHLA's campus 2 days per week averaging 8 days per month and will be responsible for managing all facets of SHLA's event management and effectiveness. Ms. Humphrey will plan, organize, attend, and assess recruitment effectiveness under the leadership of Dr. Parsons.

**SCOPE OF SERVICES**

The project will last nine months with the final enrollment results reported no later than June 15, 2015.

Yardstick Learning will deliver the following **services**:

- 1) 9 Month Strategic Project Plan with action steps and milestones.
- 2) Student recruitment training and development of SHLA staff across all levels of the organization.
- 3) Management oversight of SHLA's student recruitment plan and implementation.
- 4) Identify, train and manage school and regional recruitment teams
- 5) Champion parental and community engagement events.
- 6) Manage the assessment of the effectiveness of all facets of SHLA's marketing through suggested locations and tracking of parent survey info.
- 7) Lead the competitive benchmarking process of SHLA's schools across Harlem and New York City.

- 8) Continuous communication with all SHLA key stakeholders of student enrollment trends and best practices.
  - a. Regularly scheduled update meeting with all Administrative Staff

Yardstick Learning will also deliver the following **products**:

- 1) Competitive benchmarking database via MS Excel
  - a) Competitive benchmarking process document
- 2) SHLA school based “cheat sheets” to be used for all incoming parent inquiries
  - a. School specific strategic driver analysis and differentiation indicators report
- 3) School-based enrollment plan outlining specific events, targets, and demographics
  - a. Weekly Enrollment Target Calculator via MS Excel
  - b. Standard Student Recruitment & Enrollment Strategic Plan Template
  - c. Demographic Research and Excel Calculation Template
- 4) Standard Marketing Effectiveness Template
  - a. Material Effectiveness Calculator
- 5) Event assessment tracking system via MS Excel
  - a. Event Specific Planning checklists
  - b. Parent Event Surveys
- 6) Sample student recruitment “scripts” for all parent facing SHLA employees
  - a. Office Manager phone and in person training
- 7) Student Enrollment Protocol
  - a. Enrollment Tracking Sheet via Excel
- 8) MS PPT based student recruitment training materials
  - a. Student Recruitment Intro: How Enrollment Impacts Mission
  - b. Developing your enrollment strategic plan
  - c. Strategic Driver and Differentiation Analysis
  - d. Competitive Analysis Study
  - e. Event Planning, Execution, and Analysis
  - f. Conducting School Tours
  - g. Identifying your Recruitment Team
  - h. Communications: In person and by Phone
  - i. Enrollment Follow up: From Enrolled to the First Day

## **STAFFING**

Yardstick Learning's Managing Partner, Dr. Ebbie Parsons, III, Sr. Consultant, Eric Seling, and Sr. Consultant, Devyn Humphrey, will be assigned to this project.

### ***Dr. Ebbie Parsons, III*** ***Managing Partner***

Dr. Ebbie Parsons has extensive financial and operations management expertise in both the private sector and in the charter school space. Ebbie has made it his personal mission to improve the institution of education and he has proudly impacted the lives of more than 100,000 children around the world while delivering unprecedented business results to the organizations in which he has served.

Dr. Parsons' experience includes:

- Chief Operating Officer of Hartford Public Schools, the largest school district in the state of Connecticut, directing a staff of over 400 employees across seven different departments.
- Chief Operating Officer of Learn It Systems, one of the nation's largest educational services organizations, where he managed the organization's operations across 37 states, Washington D.C., Puerto Rico, and the U.S. Virgin Islands totaling 8 direct reports and over 6,000 employees.
- Chief Operating Officer of Mosaica Education, one of the world's premiere education management companies. While at Mosaica, Ebbie oversaw more than 2,000 employees worldwide and was directly responsible for operating over 90 schools across the United States and Asia.
- Ed.D. in Educational and Organizational Leadership at the University of Pennsylvania.
- MBA from the Carlson School of Management at the University of Minnesota.
- B.S. in Industrial Engineering from the Florida A&M University/Florida State University College of Engineering

### ***Devyn Humphrey*** ***Sr. Consultant***

Devyn Humphrey has extensive experience engaging parents and community leaders on behalf of high-performing charter schools. Devyn most recently served as the Senior Director of Admissions and Community Outreach at Achievement First (AF), a non-profit charter management organization which operates 29 public charter schools in Connecticut, New York, and Rhode Island. Devyn lead the community outreach team in building strong

and creative tactics for recruiting low-income families while also strategizing to optimize and scale enrollment processes to meet AF's ambitious plans for growth across five cities.

Devyn Humphrey's experience includes:

- 2012-13 cohort of America's Leaders of Change, part of the National Urban Fellows Program
- Litigation Attorney with Smith, Buss, and Jacobs where she managed the firm's defaults department
- Education Attorney with Schwartz, Simon, Edelstein, Celso, and Nelson where she lead the firm's NJDOE Special Education law research
- J.D. from Cornell Law School at Cornell University
- B.A. in Political Science from Howard University

