

# NATIONAL DIRECTOR OF MEMBERSHIP & BUSINESS DEVELOPMENT SEARCH

ENROLLMENT MANAGEMENT ASSOCIATION

[www.enrollment.org](http://www.enrollment.org)

Start Date: Based on Candidate Availability



**Carney  
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# At a Glance



Established  
1957



Members served  
1,200 and growing



Students taking the SSAT  
50,000



Number of Families  
served  
80,000



Annual Professional  
Development Events  
40+



Annual Virtual Events  
20+



Participants in all Events  
3,500+

**Coming Soon:**  
NewOrg: A new  
chapter in the  
professional  
industry!

## Overview

The Enrollment Management Association (EMA) is the premiere organization serving independent school leaders with all aspects their enrollment management needs. A nonprofit membership organization, EMA was founded in 1957 as the Secondary School Admission Test Board (SSATB) and has evolved today into a full-service operation delivering actionable data, industry insights, and enrollment solutions. With more than 1,200 member schools and organizations world-wide, EMA supports not only schools, but also more than 80,000 families each year in their search for an independent school. As the organization prepares for its exciting merger with the Educational Records Bureau (ERB), it is seeking their next National Director of Membership & Business Development.

Reporting to the Vice President of Member Relations (VPMR), the next National Director of Membership & Business Development will be a senior strategic and entrepreneurial leader within the EMA organization. Under the new leader's stewardship, the primary focus will be on developing a comprehensive and data-informed plan for delivering a successful member experience and business development program serving schools across the United States. The role requires execution of retention strategies, managing sales growth and business development, achieving revenue goals, and implementing innovative initiatives to increase customer engagement with EMA services. All of this will be achieved while also ensuring a first-in-class customer service culture which has been the foundation of the EMA membership and business development team.

Critical and overarching responsibilities include team management and professional development, managing a membership and business development/sales region, working collaboratively across departments to understand organizational strategies, meeting individual and team revenue goals, territory analysis and planning, developing innovative approaches for product retention, adoption and sales growth, leading and providing exceptional service to all EMA member constituents, serving as the lead manager for various business development and membership assignments and delivering industry thought leadership presentations to independent school leaders and key member organizations.



\*Mike Flanagan, CEO of New Org

With the upcoming merge of EMA and ERB, the next National Director of Membership & Business Development will be joining at pivotal and exciting time both for EMA and ERB. The new organization will bring together the expertise, data insights and professional tools of ERB and EMA to build an even more vibrant community of school leaders and champions to help create transformational student journeys. Grounded on the success of the outgoing National Director, the new leader will be building from a position of strength while also looking for new opportunities to deliver a robust and strategic approach to Membership & Business Development.

## About the CEO

Mike Flanagan, a long-time leader in the independent school community, took over as CEO of the new organization formed through the pending merger of Educational Records Bureau (ERB) and the Enrollment Management Association (EMA). The merger between EMA and ERB is currently subject to customary closing conditions, and formal approval is expected shortly, at which point EMA and ERB will become a new organization temporarily referred to as “NewOrg.” With more than 30 years of experience in nonprofit association and educational technology leadership, Mike was most recently the CEO of Mastery Transcript Consortium (MTC). During his tenure, Flanagan led the design and development of its products, shepherded the organization through COVID, and led a pivot in its membership structure to serve more types of schools. He also guided MTC through its 2024 acquisition by ETS.

“I’m delighted to be joining NewOrg during this first chapter of its story,” said Flanagan. “We’re creating a new organization that will be so much more than the sum of its parts. When ERB and EMA merge, we can leverage their complementary strengths to build an agile, user-centric, mission-oriented organization that meets the needs of today’s school leaders and families, while also innovating quickly to help our stakeholders be ready for what’s ahead.”

Prior to his time with MTC, Flanagan was the CEO of School and Student Services (SSS) at the National Association of Independent Schools (NAIS). In this role, he led the NAIS Services division, overseeing the delivery of the SSS Financial Aid solution to more than 1,700 schools and nonprofits.





## Key Responsibilities

- Provide leadership, training, mentoring, direction, management, and goal setting for the membership & business development team, incorporating metrics and accountability for performance.
- Be a thought leader and resource for professional development. This includes presenting at events that include, but are not limited to, EMA's Annual Conference, EMLC Spring Seminars, and other regional and national conference in addition to travel to membership schools and organizations.
- Collaborate with the Vice President of Member Relations (VPMR) to create and manage project and team budgets.
- Develop, execute, and manage a comprehensive membership strategy that includes identifying membership needs, measuring Net Promoter Scores, and member satisfaction. The strategy encompasses member onboarding, membership renewals, successful product usage and adoption, support, training, and other strategies designed to provide an exception customer service experience.
- Develop and implement membership retention strategies, renewal campaigns, feedback, and scoring evaluations to measure member success and achieve financial goals.
- Establish, track, and report quarterly goals for portfolio growth, onboarding effectiveness, cancellation follow-ups, product usage, membership retention, and Net Promoter Score (NPS) through targeted metrics, proactive engagement, and data-driven insights to drive customer satisfaction and organizational success.
- Provide monthly forecasting of territory sales and product use and meet monthly, quarterly, and annual targets identified and agreed upon.
- Identify new markets for membership and product growth, establish member touchpoints through defined processes and cross-functional collaboration, and provide data insights to internal partners to support strategic initiatives.
- Achieve annual sales targets through customer prospecting, account sales, and other strategies such as coordinating and conducting membership engagement opportunities including one-on-one visits with schools, networking gatherings, education sessions, member training, and conference presentations, etc.
- Oversee the building of relationships with current and potential client schools and organizations in the assigned region and recruiting and signing new test centers.
- Identify business partnership opportunities with associations, organizations, consortiums, etc. to help drive forward EMA's organizational goals.



- Share market insights with VPMR and EMA leadership by regularly submitting field intelligence on competitor offerings, prospect needs, and contributing to the EMA Senior Leadership Team's knowledge of product/market trends and potential product development ideas.
- Collaborate with the Member Relations Team (MRT), including the Marketing and Professional Development teams, to ensure effective onboarding of new members and product users, while also developing programs and promotions aimed at boosting sales and introducing new products and services.
- Serve as a subject matter expert to guide and teach members about EMA's full suite of products and services.
- Support and contribute to online and print publications.
- Maintain knowledge of the market, competition, and best practices and trends in sales techniques and strategies.
- Support and contribute to a culture dedicated to superior customer service that exceeds expectations.

### **Key Priorities for the next National Director of Membership & Business Development**

- A visionary in a time of change, the next National Director will provide thought leadership about the future of independent schools and will support member schools by identifying trends in the marketplace and communicate these needs to the EMA product team.
- With an entrepreneurial spirit, curiosity, and creativity, the National Director will respond nimbly to the needs of the organization, helping to better define strategies to meet the needs of its members and to drive new membership.
- Given the multiple initiatives and demands on the membership group, the National Director will effectively evaluate these opportunities and make strategic decisions about priorities and areas of focus.
- Serve as thought partner focusing on customer service, business development, and membership during the upcoming merger with ERB.





## Qualities and Personal Attributes

The successful candidate will bring an inclination towards collaboration, demonstrated depth in relationship building, a deep knowledge of the mechanics and strategy of enrollment management, and an entrepreneurial spirit. They will also possess most, if not all, of the following attributes:

- Bachelor's Degree or equivalent, with minimum 10 years of professional experience, preferably with a background in enrollment, sales, and senior management.
- Dynamic and impactful public speaker and presenter.
- Organized and analytical, able to eliminate sales obstacles through creative and adaptive approaches.
- Experience in independent school management is preferred.
- Personnel management experience required.
- Ability to work independently with the capacity to manage complex issues, challenges, and solutions.
- Ability to coordinate and administer multifaceted programs and projects.
- Strong verbal and written communication skills.
- Strong consultative skills.
- Ability to multitask and work independently and efficiently under deadline.
- Excellent, articulate, personable, and diplomatic customer service skills.
- An upbeat, team-player attitude.
- Proven project management skills.
- Success in driving results in a nonprofit environment.
- Ability to establish and maintain good working relationships with other departments, member schools, and organizations.
- Ability to cultivate and manage sales opportunities within Salesforce.com.
- Proficiency in Google Workspace.

# More about the Opportunity

Click on the links below to learn more about Enrollment Management Association.

[Organization's Website](#)

[Strategic Plan](#)



## Benefits

This is a fully-remote position, with extensive travel required. The starting salary is based upon, but not limited to, several factors that include years of experience, education level, and expertise. EMA offers a robust benefits package including a generous 403(b) contribution program.

## To Apply

Interested and qualified candidates are invited to contact the consultants in confidence. Candidates will ultimately need to submit the following materials as separate PDF documents:

- A cover letter expressing their interest in this particular position along with their first-available start date
- A current résumé;
- A list of five professional references with name, relationship, phone number, and email address of each (references will not be contacted without the candidate's permission) to:

**Charlotte Brownlee**  
Consultant  
charlotte.brownlee@carneysandoe.com

**Bill Leahy**  
Consultant  
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