BUILDING A SUSTAINABLE SCHOOL MODEL THROUGH BEST PRACTICES IN RECRUITMENT AND RETENTION

Mary J. Foley
Come, Holy Spirit, fill the hearts of your faithful and inspire in us the power of your love.

Come, Spirit of Hope, strengthen your purpose in us that we may see clearly and deliberate honestly about the purpose and future of our schools.

Come, Spirit of the Trinity, be with us in our gathering. Empower us to think, judge and act wisely as Catholic school leaders ready to accomplish our tasks through effective assessment and planning.
Come, Spirit of Gifts, help us share our giftedness with insight, courage and openness so that our common effort will forge beneficial recommendations for the vitality of our schools.

Come, Holy Spirit, help us to be faithful to your vision. Write your vision in our hearts and speak it with our words. Keep us faithful to our task for the sake of your children and holiness of your church.

Amen
Building a Sustainable School Model

- Leadership
- Commitment
- Recognition
- Rationale
AGENDA

I. Review + Summary
   - 2012-13 Objectives
     A. Increasing enrollment
     B. Advancement Plan
     - new staff, board, dashboards
     C. Strategic Plan
     D. Board Development/Formation
       - finance, tuition, Catholic mission, membership, Advancement committee

II. Updates

III. Enrollment Management
   - board need to know
   - DO?

IV. Advancement
   - board need to know
   - DO?

- Budget
- Moral Obligation
- Future of the Church
- Life Extension
- Eternal Salvation

Rationale
THANK YOU!
Best Practices in Recruitment and Retention

- Marketing
- Acquisition
- Retention
- Evaluation
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Enrollment Management Funnel

- Branding = Identity
- General Marketing = Attention
- Target Marketing = Attraction
- Micro Marketing = Relationship
- Recruitment = Action
- Application = Interest
- Acceptance = Invitation
- Enrollment = Decision
- Retention = Fulfillment
- Graduation = Celebration
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- Branding
- General Marketing
- Target Marketing
- Value Proposition
- Word of Mouth
- Enrollment Management Team
Branding

- Confirms Your Credibility
- Connects Your Target Prospects Emotionally
- Motivates the Buyer
- Creates User Loyalty
- Delivers the Message Clearly
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 Advertising
 Billboards
 Bulletin
 Community Relations/Presence
 Direct Mail Acquisition
 Facebook
 Google Ads

 Newsletter
 Newspaper
 Radio/TV
 School Signage
 Search Engine Optimization
 Website
 Yard Signs

General Marketing = Attention
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- #1 Marketing Tool
- 75% of Prospective Families
- Compelling, Relevant, Brief, Accurate, Current
- External Users – Current Parent, Prospective Parent
- Ongoing Research, Updating, Periodic Overhaul
- Testing, Testing, Testing
Value Proposition

- Key Values – School/Target Markets
- Proof Points
- Testimonials, Stories
- Differentiation
- Consistency Across Materials, Techniques, People
- Website, Social Media
- Debate, Discernment, Decisions
Value Proposition

- Objective and Subjective Needs
- Competition
- Portrait of a Graduate
- Faculty Profile
- Family Experience
- Who Are We Telling?
- Better Than Free
- Worth the Time
Word of Mouth

- 92%
- Current WOM
- Strategic WOM – Talkers, Topics, Transmission
- Parking Lot Brigade
- Feedback, Follow-Up
- Sounds of Silence
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       Yours, His, Hers
       Current Parents, Past Parents, Alumni, Staff,
        Board, Faculty, Administrators, Neighbors,
        Students, Friends, Donors…
       Ambassador Orientation
       Enrollment Management Team
Enrollment Management Plan

- What is to be accomplished? GOAL
- What method(s) will achieve the goal? OBJECTIVE
- What are the necessary steps? STRATEGIES
- Who is taking this on? ASSIGNMENT
- When is it due? DEADLINE
- How will we know it worked? EVALUATION
“You don’t have to be afraid when you’re alone…because God is always with you.”
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- Target Marketing
- Micro Marketing
- Recruitment
- Application
- Acceptance
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 Characteristics

 Expectations

 Start at Home

 Key Questions

 What do you offer?

 What do they value?

 Where do you match?

Target Marketing
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 Define
 Refine Value Proposition
 Tailor Messages
 Customer Focus

Target Marketing

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Advancement and Leadership Services for Catholic Education
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- Board need to know

- First Contact/Telephone Experiment
- Materials
- Personal Contact Plan/Interest Areas
- Engagement, Contact Diversity
- Registration
- Objection Handling Process
- Financial Aid
Thank You Sister!

EVERYONE Gets Financial Aid

Differing Abilities – More, Cost, Less than Cost

Tuition Flexibility, Incremental Students, Net Gain

Objectivity, Fairness, Justice
How to Lose a Prospective Family in 5 Minutes

- Marketing Messages – Ours, Others
- Marketing Messages – What We Say, What They Want to Know
- Interaction
- Initial Impact – Initial Call, Initial Visit, Initial Financial Aid Conversation
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    Baptism Follow-Up, Early Experiences
    Camps, Play Dates, Winter Options, Summer Activities, Field Trips, Parent/Tot
    St. Cecelia Sunday/Non-School Parishes
    Open House
    Religious Ed Strategy/Relationship
    Speakers Bureau
    Transfer Strategy/Materials

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Advancement and Leadership Services for Catholic Education
Retention

- Causes
- Implications
- Retention Program Planning
- Tracking/Analysis
- Proactive vs. Reactive
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 Expectations
 Family Situations
 Early Experiences
 Affirmation
 Key Players
 Objection Handling
 Communication – Quality, Frequency, Venue
 Responsiveness

Retention
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“… to do good and to communicate, forget not…”

Hebrews 13:16
com•mu•ni•cate
1. to impart; transmit
2. to give or exchange information
3. to have a meaningful relationship
4. to be connected
Influencing Retention

- Program – Academics, Faith Formation, Student Life/Opportunities
- Faculty/Staff
- Communications
- Environment
- Segmentation
- Understanding
- Touchpoints
Perception ≠ Reality
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- Pressure on New Family Acquisition
- Why They Leave
- What They Say
- What They Want

Retention Realities
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 Essential Moments
 Key Messages
 Agreement/Professionalism
 Teamwork
 Who’s on the team? EVERYONE
 Statistics

Caring, Communications and Customer Service – Building Relationships for Life
I Can Read!

Fancy Nancy

and the Delectable Cupcakes

by Jane O'Connor

pictures based on the art of Robin Preiss Glasser
“I adore Miss Sullivan.”
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 Greatest Potential

 Least Preparation

 When Trained and Empowered

 We All Have Our Gifts
Strategies/Options

- Article Reprints
- Buddy Families
- Bulletin Presence
- Camps, Holidays, Extras
- Class Masses
- E-Communication – All, Direct
- Good News Notes
- Language Options
- Letters to the Editor
- New Family Focus Groups
- Newsletter
- Parent Ambassadors
- Parent Programming
- Parking Lot Brigade
- Phone Tree/Telemarketing
- Referral Program/Incentives
- Satisfaction Surveys
- School Data
- Speakers Bureau
- Staff Meetings
- Step Up Days
- Student Ambassadors
- SWOT/Self-Evaluation
- Testimonials
- Transfer Strategy
- Word of Mouth
- WHAT ELSE?
If They Still Leave…

- Exit Interviews
- Ambassador Appointments
- Follow-Up Call
- Follow-Up Letter/Invitation
- Welcome Back
- Converts/Testimonials
Best Practices in Recruitment and Retention

- Marketing
- Acquisition
- Retention
- Evaluation
Evaluation

- What Defines Success?
- Results per the Plan
- Conclusions – Celebration, Enhancement, Change
- Culture of Wanting to Know
Q & A
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Who is a Christian Steward?

“One who receives God’s gifts gratefully, cherishes and tends them in a responsible and accountable manner, shares them in justice and love with others and returns them with increase to the Lord.”

Stewardship: A Disciple’s Response
U.S. Bishops’ Pastoral Letter
National Conference of Catholic Bishops
THANK YOU!
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