



Re-Recruitment

Developing an internal strategy to
keep your current families enrolled

Presented by
Rick Newberry, Ph.D.

Rick.Newberry@EnrollmentCatalyst.com
www.EnrollmentCatalyst.com

Our Goal

- ▶ During this webinar, we will develop an internal strategy to re-recruit your current families at your school for another year.

Introduction

- »» Coaching
- Blog
- Door-busters



Enrollment Catalyst partners with schools to provide coaching for school leaders in their school's enrollment management and marketing systems, strategies, and solutions needed to reach their goals.

www.EnrollmentCatalyst.com/blog

The screenshot shows the top portion of the Enrollment Catalyst website. At the top right is a search bar with the word "SEARCH" and a magnifying glass icon. Below this is the "ENROLLMENT catalyst" logo. To the right of the logo are links for "REQUEST INFORMATION" and "facebook". A navigation menu includes "Home", "About", "Catalyst Program", "Resources", "Services", "Speaking", and "Contact". A green button labeled "RICK'S BLOG!" is positioned to the right of the navigation menu. On the left side, there is a "Recent Posts" section with five entries, each preceded by a right-pointing arrow. Below this is a "Subscribe to Rick's Blog" section with input fields for "Name" (split into "First" and "Last") and "Email *". The main content area features a large banner for "RICK NEWBERRY'S Blog" with a photo of Rick Newberry. Below the banner is a breadcrumb trail: "BLOG > ENROLLMENT & MARKETING STRATEGIES FOR SCHOOLS". The main article title is "Enrollment & Marketing Strategies for Schools". Below the title are page numbers "1 2 3 4 5 Next >>". The article title is "Six Ways to Market Your School Through Your Parents" with a date of "4/12/11" and tags "Marketing, Word of Mouth Marketing". The article text begins with "Whenever I conduct focus groups or a survey at a school to help develop a marketing plan, I always ask the parents how they first heard about the school. Their answer is consistently through the referral of someone else—typically your current parents."

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RICK'S BLOG!

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- › Six Ways to Market Your School Through Your Parents
- › Going Mobile with School Marketing
- › New Corporate Partnership with Christian Schools International (CSI)
- › It's More Than a Pretty Website
- › Paying your Parents for Referrals

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RICK NEWBERRY'S
Blog

BLOG > ENROLLMENT & MARKETING STRATEGIES FOR SCHOOLS

Enrollment & Marketing Strategies for Schools

1 2 3 4 5 Next >>

Six Ways to Market Your School Through Your Parents

4/12/11 | Marketing, Word of Mouth Marketing

Whenever I conduct focus groups or a survey at a school to help develop a marketing plan, I always ask the parents how they first heard about the school. Their answer is consistently through the referral of someone else—typically your current parents.

**BEST
BUY**



Re-Recruitment

- »» The strategy of re-recruiting current families back to your school for another year.

Re-Recruitment

- ▶ The strategy and process for recruiting your current families to continue enrollment in your school for the next year.
- ▶ Re-recruitment is the activity that leads to retention.

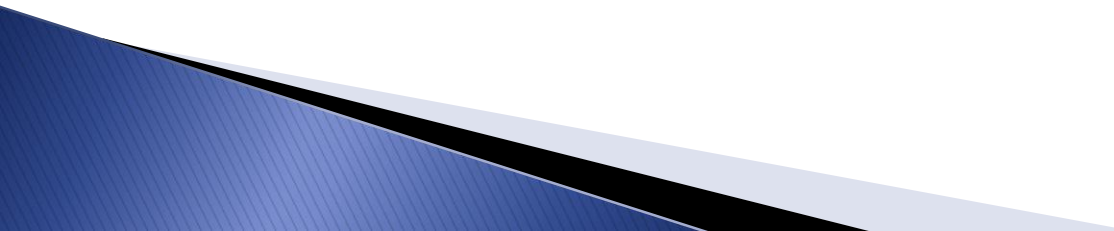
False Assumption

- ▶ We can no longer assume that just because a family is enrolled this year they will be back for another year.

More Cost-Effective

- ▶ It is more cost-effective to retain a family than it is to recruit a replacement.
- ▶ Typically, retention is the greatest issue between the transition years (Preschool to Kindergarten; 5th to 6th grade; 8th to 9th grade).

The Value of Your Families

- ▶ Have you ever considered the value of the students enrolled at your school?
 - Opportunity to fulfill your mission
 - Opportunity to make a life-changing impact on the life of a student
 - Opportunity to gain revenue not only for this year but for the entire span of your school's grade levels
- 

The Value of a Current Student

- ▶ Let's say a parent with a Kindergarten student is enrolled in your school; what does this family represent?
 - A potential student for your class next year
 - A future student for every grade level through your highest grade
 - A potential parent to tell other parents in the community about your school
 - More opportunity to accomplish your mission
 - An opportunity to make a difference in the life of a child during their key formative years
 - Tuition revenue for the next 12 years

Tuition Revenue

- ▶ If tuition is \$7,000 at your school then this child will result in \$151,044 in tuition revenue (assuming annual 5% increases) from 1st grade through 12th grade.
- ▶ What's the financial impact if the student leaves:
 - after Kindergarten = \$144,044 is lost to your school.
 - after 5th grade = \$94,051 is lost to your school.

Retention in Higher Education

- ▶ Vincent Tinto wrote a book called: Leaving College in 1987 and revised it in 1994.
- ▶ The key to effective retention, Tinto demonstrates, is in a strong commitment to quality education and the building of a strong sense of inclusive educational and social community on campus.

Retention in Schools

- ▶ The same principles apply for schools in regards to retention:
 - Parents will most likely continue investing in your school when they are satisfied with the overall educational experience.
 - Parents will most likely continue enrolling in your school when their family is connected to the community (friends, groups, activities, etc.).

**Do you know why families
leave your school?**

Why families leave your school:

- ▶ Financial reasons
- ▶ Rising cost of tuition
- ▶ Relocate to another area
- ▶ Desire a “free” education at a public school
- ▶ Disciplinary issues
- ▶ Lack of programs
- ▶ Perceived prestige of other schools
- ▶ Conflict with school philosophy or specific issue

Why families leave your school:

- ▶ Other school has more “extras”
- ▶ Desire for more programs in athletics or arts
- ▶ Need a specialized program
- ▶ General dissatisfaction
- ▶ Lack of leadership and vision for the future

**Do you know why families
stay at your school?**

Why families stay at your school:

- ▶ Overall satisfaction with the school experience
- ▶ Student and parent connections with faculty, coaches, staff and peers
- ▶ Environment and community of the school
- ▶ Commitment to and belief in your educational mission
- ▶ Ability and willingness to pay tuition
- ▶ They believe in the difference your school makes
- ▶ Desire for the best education

Why families stay at your school:

- ▶ The school's perceived value matches the actual educational experience and there is a willingness and commitment to *stay and pay*.

Developing Your Re-Recruitment Strategy

- »» Strategies to retain current families at your school for another year.

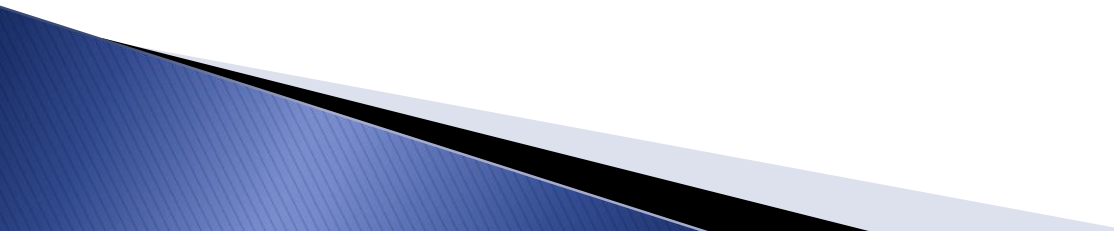
Re-Recruitment Strategies

- ▶ Parent Satisfaction
- ▶ Vision and leadership
- ▶ Retention statistics and reports
- ▶ Responsibility of re-recruitment
- ▶ Connections to community
- ▶ Customer service
- ▶ Identify at-risk students and families
- ▶ The re-enrollment process
- ▶ Focus on the transition grades
- ▶ Parent communication
- ▶ Internal marketing
- ▶ Parent feedback

Parent Satisfaction

- »» The most important re-recruitment strategy is to do everything you can to keep your parents satisfied.

The Key to Retention

- ▶ Parent satisfaction is the key for retaining families at your school.
 - ▶ The higher the satisfaction level, the higher the commitment and likelihood of your parents to stay and pay for another year.
- 

Vision and Leadership

- » Enrollment will rise or fall based on the leadership at your school.

A School Case Study

- ▶ This summer I spent two days on the campus of a school. This is what I found:
 - School and Church were known as “the” School and Church in the 70’s, 80’s and 90’s.
 - A little over a decade ago the Church and School went through leadership changes which has resulted in instability, a Church split and declining enrollment and membership.
 - The school’s enrollment was at a high of 1,000 students. In 2010–11, the enrollment hit its low of 385 students.

Leadership, Improvement & Vision

- ▶ The drive toward school improvement—increasing the quality of the educational experience—will be critical to your ability to increase retention.
- ▶ The confidence of the parents in the leadership of the school will have a significant impact on retention.

Inspire a Shared Vision

- ▶ Envision the future by imagining exciting and ennobling possibilities.
 - What is your vision? What is your picture of the future?
 - “Leaders have a desire to make something happen, to change the way things are, to create something that no one else has ever created before.”
(Kouzes and Posner, The Leadership Challenge)
- ▶ Enlist others in a common vision by appealing to shared aspirations.
 - Is your vision shared?

Implementation of Vision

- ▶ The implementation of your vision will be critical for creating enthusiastic support for your school. It will also empower word-of-mouth marketing.
- ▶ It's been said that:
 - “Vision without implementation is hallucination.”

Statistics, Reports and Grading

- » It is critical to understand your retention statistics and to report and grade your current families on their re-enrollment.

Retention Statistics

- ▶ It is important to track your school's retention rate.
 - Retention Rate =
 - (# of students re-enrolled in new year) / (Total number of students in previous year minus graduating class – students eligible to re-enroll)
 - By Division
 - By Transition Grade
 - By Grade Level

Retention Reports

- ▶ Once re-enrollment begins, a weekly enrollment dashboard report should be produced showing the number of students that have completed the process by grade level:
 - Number eligible to re-enroll
 - In-process
 - Contracts received
 - Deposits received
 - Cancelled

FMS

- ▶ Grade all of your students eligible to re-enroll using the following grades:
 - F – Firm = very likely to return
 - M – Moderate = on the fence
 - S – Shaky = unlikely to return
 - Z – Cancel = will not return

Responsibility of Re-Recruitment

- »» Every faculty and staff member is responsible for re-recruiting families back for another year.

Responsibility

- ▶ Who is responsible for the re-recruitment strategy at your school?

The Retention “Champion”

- ▶ While retention is the responsibility of everyone at your school, it must be “championed” by someone.
 - This retention “champion” should lead the strategy and should report directly to the head of school on the initiatives and results.
 - The director of admissions/enrollment is typically the best person to “champion” the retention effort.
- ▶ In addition, your leadership team should be focus on retention issues that can affect enrollment.

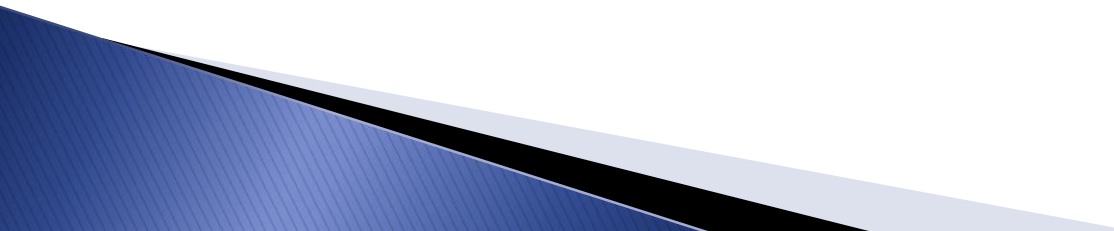
Responsibilities

- ▶ Develop and implement the re-recruitment strategy and process
- ▶ Present issues to the school leadership that impact retention
- ▶ Report on retention of students and families on a weekly basis to the leadership team
- ▶ Develop intervention and follow-up with families and students “on the fence”
- ▶ Lead the re-enrollment effort

Everyone's Responsibility

- ▶ Retention is the responsibility of every faculty and staff member at your school:
 - Performance
 - Relationships
 - Quality
 - Communication
 - Service

Role of Faculty and Staff

- ▶ Quality/excellence in their job
 - ▶ Tell your school's story
 - ▶ Turn negative moments into positive moments
 - ▶ Channel concerns to the administration
 - ▶ Communication with parents
 - ▶ Relationships with parents
 - ▶ Create memorable moments
 - ▶ Positive ambassadors for the school
- 

Role of Faculty and Staff

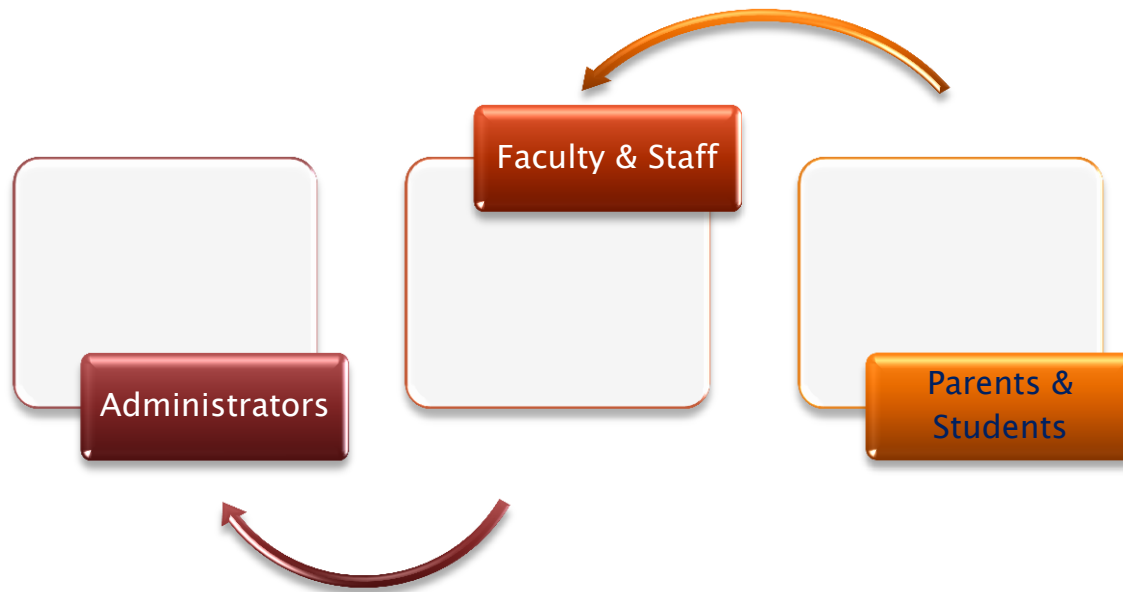
- ▶ #1 – Your first and primary role at your school is to serve the school with excellence in your area of responsibility.
 - You are the school's brand.
 - What you do best when you close the classroom door.
 - Everyone is equally important in this effort.

**“The brand on the outside is only
as strong as the brand on the inside.”**

– Karl Speak, President, Beyond Marketing Thought

Role of Faculty and Staff

- ▶ #2 – You have the opportunity and responsibility to turn negative conversations and gossip into positive brand moments.



Role of Faculty and Staff

- ▶ #3 – Everyone should be a story-teller for your school.
 - Stories about faculty, students and alumni should be a regular part of your conversation. We need to communicate stories that will lift up the image of the school.

Role of Faculty and Staff

- ▶ #4 – Celebrate your students, parents and colleagues.
 - As a community, we have the opportunity to celebrate the successes of our students, parents and colleagues.
 - Acknowledge student successes—Send at least five positive emails every week to parents in your class.

Role of Faculty and Staff

- ▶ #5 – Welcome visitors on campus
 - When a prospective parent visits your classroom, stop what you are doing and introduce yourself and your class to them.
 - When you see a prospective parent on a tour, take a moment to welcome them to your school.

Role of Faculty and Staff

- ▶ #6 – Focus on retaining students and families in your sphere of influence.
 - Excellence in what you do.
 - Positive communication.
 - Timely response to parent concerns.
 - Encouragement to remain part of the community.
 - Channel concerns to the administration.
 - Sell and promote the next level of the school.
 - Make it your focus to retain the students and families in your class.

Role of Faculty and Staff

- ▶ #7 – Provide outstanding customer service to the parents that you serve.
 - Roll out the red carpet for your families.
 - Create a “WOW” experience for your families.

Role of Faculty and Staff

- ▶ #8 – Make every effort to make this one school where everyone works together toward the same goal.
 - When the preschool wins, the entire school wins
 - When the upper school wins, the preschool wins

Role of Faculty and Staff

- ▶ #9 – Take the time to make personal connections with parents and students.
 - A handwritten note.
 - A positive email about their child.
 - A birthday card on their special day.
 - Something memorable that will be talked about.

Community Connections

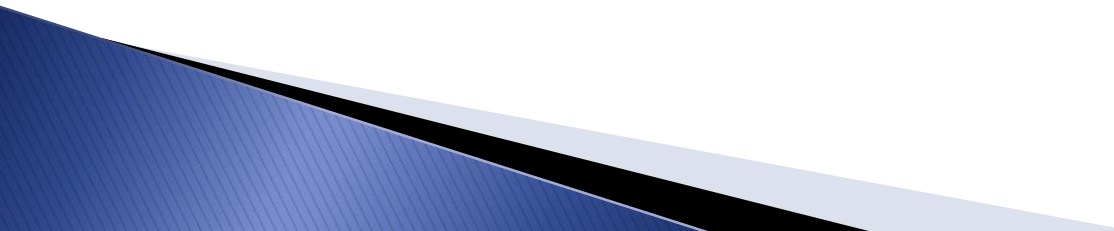
- »» The more that parents and students are connected to your school community, the more difficult it is to leave.

Connections

- ▶ Families are more likely to remain enrolled when they are connected to groups within your school community.

**What can you do to intentionally
foster community connections
at your school?**

Community Connections

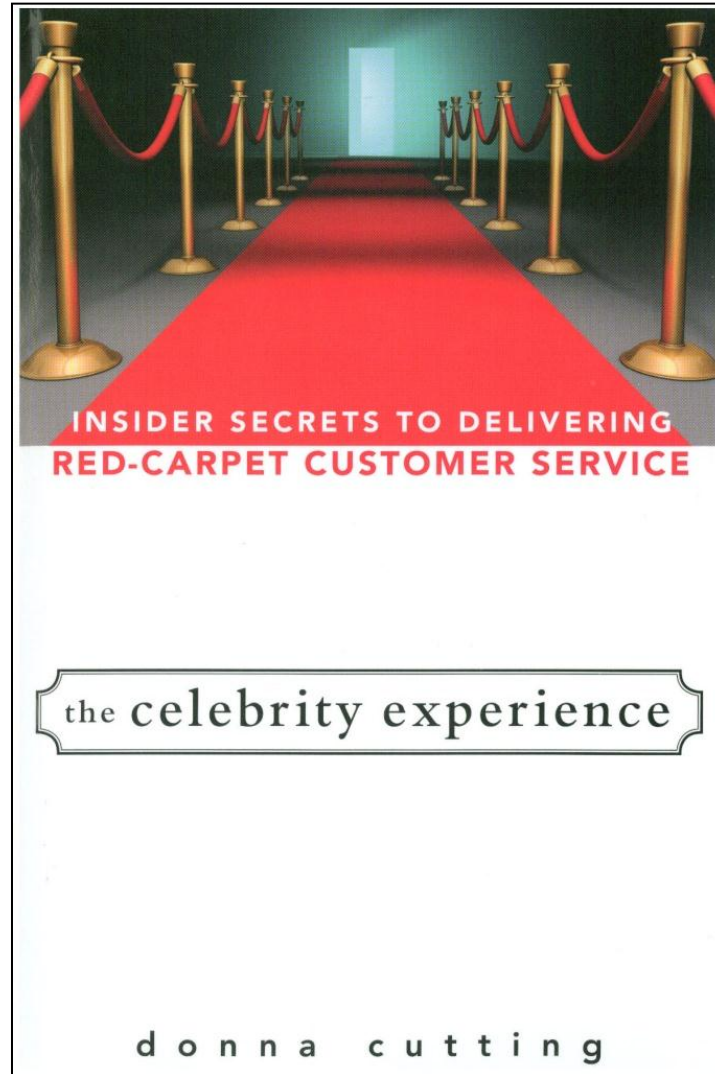
- ▶ School-wide events
 - ▶ Parent Ambassadors
 - ▶ Mentoring programs
 - Student to Student
 - Parent to Parent
 - ▶ Buddies
 - ▶ School spirit
 - ▶ Head of School/Principal coffees, chats, etc.
 - ▶ Home dessert vision casting
- 

Develop an annual plan to intentionally create community connections at your school for students and parents.

Customer Service

- »» The service you provide will affect the overall satisfaction level of your parents.

Must Read on Customer Service



High Point University

- ▶ Donna Cutting uses High Point University in *The Celebrity Experience* as a premier example of customer service. What do they do?
 - Director of WOW!
 - Wowing campus visitors
 - Delivering birthday cards
 - The President and his gumball machine
 - Valentine's Day
 - Free valet parking
 - Construction dust and car washes

Memorable Moments

- ▶ When you serve your parents or students in an exceptional way or do something that is memorable, this creates a moment that will be shared by word of mouth.

Commitment to Service

- ▶ It is important to have a customer service approach when working with your families.
 - Take the time to listen
 - Respond in a timely manner
 - Always demonstrate care and concern to your parents
 - Hold all employees accountable to upholding your customer service expectations.
 - Provide customer service training for your school team.
- ▶ Treat your families like celebrities!

Standing Out in a Crowded Market

- ▶ Exceptional customer service can help your school stand out in a crowded marketplace!

Identify At-Risk Families

- »» By identifying at-risk families, you can plan interventions to keep them enrolled.

Identify At-Risk Students / Families

- ▶ An at-risk identification system should be put in place in which at-risk students are identified and interventions are planned, implemented and evaluated.
- ▶ R.E.A.P. – Retention Early Alert Profile
 - Establish a system so that faculty, staff and coaches can communicate at-risk students to the director of enrollment.

Plan Interventions

- ▶ Indicators of at-risk students and families:
 - Students and families not plugged into the community
 - Late tuition payments
 - Disgruntled families
 - Academic and disciplinary issues
- ▶ Plan interventions to work with at-risk students and families.
 - Personal meeting and team approach
 - Progress steps toward better integration

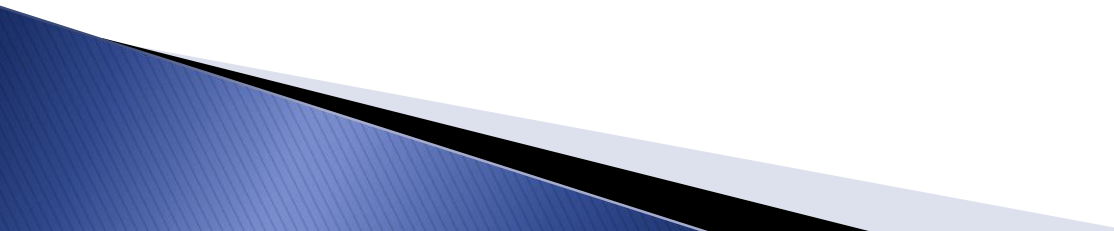
Re-Enrollment

- »» The strategy to motivate parents to commit and re-enroll for another year.

Why Re-Enrollment?

- ▶ It is your goal to re-enroll your parents in a timely manner so that you can have enrollment predictability and budget accordingly.

Re-Enrollment Strategies

- ▶ High demand and limited seats
 - ▶ Assume enrollment for another year
 - ▶ Re-enrollment/matriculation fee
 - ▶ Tuition deposit/down-payment
 - ▶ Discount by early date
 - ▶ Penalty applied if re-enrolled after date
- 

Online Re-Enrollment

- ▶ We live in an online world and parents are used to conducting business this way.
- ▶ Your parents expect to re-enroll online.

Re-Enrollment Timeline

- ▶ January and February
 - Launch re-enrollment
 - Launch internal marketing campaign
 - Transition grade meetings
 - State of the school report
 - Coffee meetings
 - Parent ambassadors contact parents
- ▶ March and April
 - Discount ends or penalty applied
 - Contact all families that did not re-enroll and set up a personal meeting with them.

The Re-Enrollment Campaign

- ▶ Create an internal campaign that coincides with your re-enrollment process:
 - Re-state your brand distinctiveness
 - Remind parents of what has been accomplished
 - Look toward next year present vision
 - Communicate by using banners, on-campus billboards and small group events
 - Hold an all-school “spirit” event after the holidays
 - Enlist grade level volunteers to call parents to encourage re-enrollment

The Re-Enrollment Packet

- ▶ What should be included in the packet?
 - Personal letter from the head of school that “sells” the family on another school year
 - Case for continued enrollment
 - Re-enrollment form with pre-printed parent and student information (unless online re-enrollment)
 - Tuition and fees information
 - Contract for re-enrollment
 - Include a refrigerator magnet that has a calendar for the next school year
 - Use a video message in an email from the head of school to communicate to all families

Financial Aid

- ▶ The use of financial aid also plays a significant role in the re-enrollment process of families.
- ▶ Use financial aid as a way to maximize enrollment and tuition revenue. In other words, use aid to fill empty seats in your classrooms.

Focus on the Transition Grades

- » Typically, students are most likely to leave during the transition grades.

Focus on the Transition Grades

- ▶ A school will typically lose the most students in the transition grades.
- ▶ Therefore, the retention strategy should focus on the transition grades (Pre-school to Kindergarten; 5th to 6th grade; 8th to 9th grade).

“One-Family-at-a-Time”

- ▶ Hold personal meetings with families as part of your “one-family-at-a-time” approach.
 - Focus on their level of commitment to continue enrollment
 - Deal with specific issues and objections
 - Better forecast retention earlier on in the school year

Dessert Briefings

- ▶ Ask parents to hold a dessert “briefing” in their home to discuss the transition to the next level at the school.
 - All parents in a transition grade would be invited to attend an event in the home of a current parent (preferably a parent from the next level).
 - Head of school and appropriate leadership provides overview of the next level and allows for questions and concerns to be expressed.

“Next Year and Beyond” Meetings

- ▶ Hold informational meetings for parents at the school to gain an overview of the next grade level.

Step-Up Days

- ▶ Hold “Step-up” days in early Spring for students in transition grades. This will help students experience what it will be like at the next level.

Mentoring/Buddy Program

- ▶ Create a mentoring/buddy program to connect a student in a transition grade with a student in the next level of your school.
- ▶ Connect older students with younger students in a buddy program.

Parent Communication

»» Communicate, Communicate,
and Communicate!

Communicate to your Parents

- ▶ One of the most important components for your retention strategy is communication with your parents.
 - Communicate often and then communicate again.
 - Focus on communicating your brand distinctiveness.
 - Share stories about your graduates making a difference in college and in the world.
 - Share stories about your faculty and students.

Communication Strategies

- ▶ Make your school website your central source of communication.
 - Updated news
 - Alumni profiles
 - Faculty profiles
 - Head of school blog

Get the Talkers Talking

- ▶ “Get the talkers talking”
 - Identify the parents that are positive about your school.
 - Meet with them to give them things to talk about.

Email Newsletter

- ▶ Send an email newsletter every week.
 - Focus on telling student and faculty stories.
 - Emphasize and reinforce your brand distinctiveness.

Marketing Minute

- ▶ Send an email to your faculty and staff every week to update them on the enrollment and marketing effort.

Internal Marketing

- »» The strategy of marketing your school to your parents.

Internal Marketing

- ▶ Internal marketing is the effort to continually reinforce your brand to your parents. Every message should reinforce your brand distinctiveness.
 - Internal self promotion
 - Celebrating and communicating your brand

Focus on internal marketing

- ▶ When your parents are very satisfied with their experience at your school, they will be your greatest asset to help you reach your community.
- ▶ You must do everything you can to market your school internally to your parents.

Tell Stories

- ▶ Communicate stories about your alumni, faculty, staff and students and relate them to your brand.

Use the Web and Social Media

- ▶ Website
- ▶ Facebook
- ▶ Other social media channels

Signs and Banners

- ▶ Use signs, banners, mini-billboards, postcards and other visuals to communicate your brand.

Personal Connections

- ▶ Focus on developing personal relationships with parents through meetings, coffees, desserts, etc.

Customer Service and WOW

- ▶ Create memorable moments and deliver outstanding customer service to your parents which will increase the positive buzz on your campus.

Additional Strategies

- ▶ “Direct Line” from Head of School
- ▶ Parent Ambassadors
- ▶ “Be Proud” – school news
- ▶ Did you know?

Raving Fans

- ▶ You will create raving fans and inspiring brands when you:
 - Commit to developing and defining your brand
 - Communicate your brand message consistently in a visually compelling way
 - Concentrate on the role that everyone must play in branding and marketing your school
 - Celebrate the people and the positive, life-changing difference you are making at your school

Parent Feedback

- » Make sure you provide opportunities for your parents to provide feedback and to measure their satisfaction.

Parent Feedback

- ▶ Survey your parents annually by conducting an overall parent satisfaction and perception survey.
 - Look for areas of dissatisfaction to improve the quality of the school.
 - Report findings from the survey back to parents.
 - Best time to survey parents is October/November and January/February/March.

Exit Interviews

- ▶ Conduct exit interviews when parents choose not to re-enroll at the school.

Q&A

»» Questions and Answers

Consultation

- ▶ If you are interested in discussing your current challenges or marketing needs, please contact Rick Newberry to set up a time for an initial consultation:
 - Rick.Newberry@EnrollmentCatalyst.com
 - 727.647.0378
 - www.EnrollmentCatalyst.com



For More Information:

Enrollment Catalyst

Rick Newberry, Ph.D.

9770 Indian Key Trail

Seminole, FL 33776

727.647.0378

Rick.Newberry@enrollmentcatalyst.com

Blog: www.EnrollmentCatalyst.com/blog