

Developing Your School's Re-Recruitment Strategy

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Our Goal

During this seminar we will discuss effective retention strategies to keep your current families enrolled at your school.

Introduction

Michigan State
Starbucks
Family
Rollercoasters
Coaching
Blog



MICHIGAN STATE SPARTANS









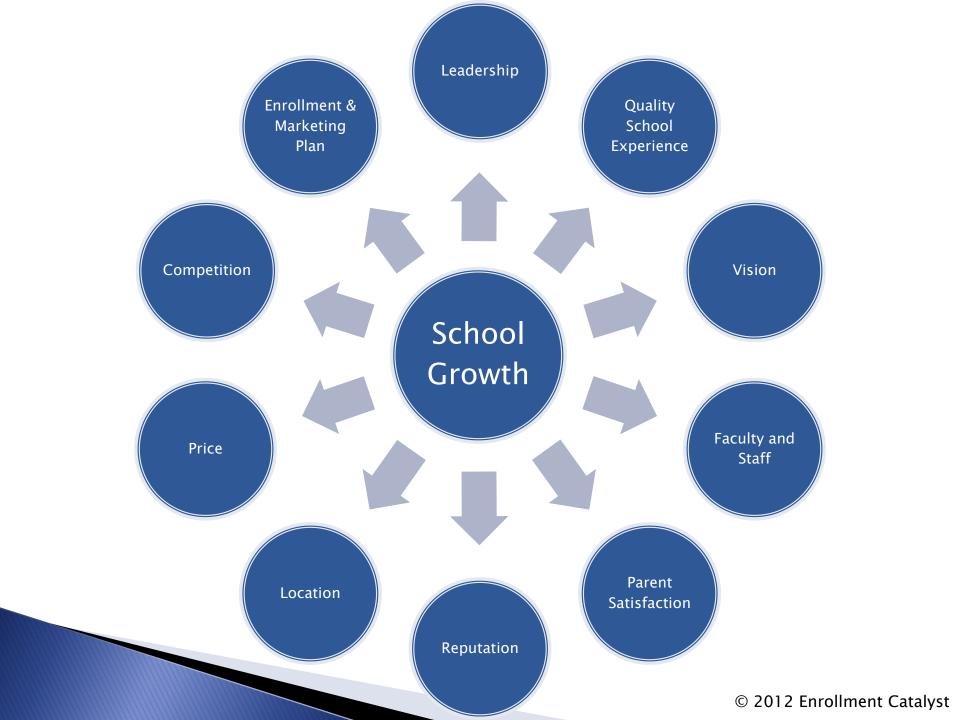
Enrollment Catalyst partners with schools to provide coaching for school leaders in their school's enrollment management and marketing systems, strategies, and solutions needed to reach their goals.

www.EnrollmentCatalyst.com/blog



School Growth

There are many factors that affect enrollment growth at your school.





Re-Recruitment

Retention is 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 \$10,000 at your school then this child will result in \$120,000 in additional tuition revenue (not including tuition increases) from 1st through 12th grade.
- What's the financial impact if the student leaves?
 - After Kindergarten = \$120,000+ is lost to your school.
 - After 5^{th} grade = \$70,000+ is lost to your school.

Retention in Higher Education

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

Retention in Schools

- The same principles apply for schools in regards to retention:
 - Parents will most likely continue enrolling in your school when they are <u>satisfied</u> with the overall educational experience.
 - Parents will most likely continue enrolling in your school when their family is <u>connected</u> to the community (friends, faculty, groups, activities, etc.).
 - Parents will be more likely to continue their sacrifice and investment in your school when they are satisfied and connected.

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 <u>stay</u> at your school:

- Overall <u>satisfaction</u> with the school experience
- Student and parent <u>connections</u> 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 <u>believe</u> in the difference your school makes
- Desire for the <u>best</u> education

Why families <u>stay</u> 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

Effective 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.

Main Areas of Satisfaction

- Academic program
- College preparation
- Faculty (teaching, individual attention, experience, etc.)
- Community
- Extracurricular programs
- Safety and security of the school environment

Vision and Leadership

based on the leadership at your school.

Leadership, Improvement & Vision

- The vision and 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-ofmouth marketing.
- It's been said that:
 - "Vision without implementation is hallucination."

Statistics, Reports & 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 reenroll)
 - By Division
 - By Transition Grade
 - By Grade Level

Retention Reports

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

	K2	K3	K4	K5	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Totals	2010-11	+1-
Capacity																			
RE-ENROLLMENT																			
Available Pool																			
In Process / Undecided																			
Re-Enrolled																			
Cancelled																			
Percentage Re-enrolled																			
NEW STUDENTS																			
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STUDENTS NEEDED																			
Re-enrolled																			
New Students																			
Total																			
Capacity																			
+/- Versus Capacity																			

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

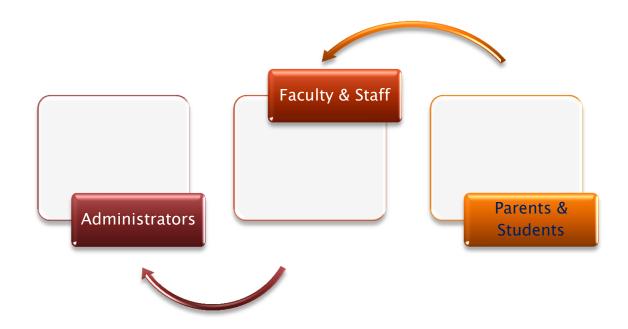
- Quality/excellence in their job
- Tell your school's story
- Turn negative moments into positive moments
- Channel concerns to the administration
- Communication with parents
- Relationships with parents
- Create memorable moments
- Positive ambassadors for the school

- #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

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



- #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.

- #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.

- #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.

- #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.

- ▶ #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.

- #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

- #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

- Begin with new students
- 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

m Beach Day Academy

"The annual Field Day event has been a tradition for eighty years and celebrated by generations of families. Alumni still come back each year to march the field." - Palm Beach Day Parent

Drou*







Teddy bears, Pelicans and Flamingos Kindergarten students are

'all east' at the annual Toddy Bear Picnic, a project that combines iseming, fun and a memorable event that includes parents – one of many special events like the Polican vs. Flamingo Knowledge Bowl (bloove right) that make a Palm Beach Day education unique.



A family school, rich in tradition

Florida's oldest incorporated independent day school, Palm Beach Day Academy is that rare educational institution where children follow in the footsteps of their parents, teachers embody the hallmarks of achievement and the scholars, inventors and artists of today become the leaders of tomorrow.

The Parent School Council offers a wide range of opportunities for parents to become involved in the life of the school as a volunteer for events that include the Speakers Forum, Annual Dinner and Auction, Book Fair, and Teacher Appreciation.

The close relationship that our faculty, parents and students share is the reason that Palm Beach Day Academy is regarded as a true family school. More than a slogan, it is a warmly and richly lived tradition cherished by the generations of families, faculty and alumni for whom Palm Beach Day is a touchstone.



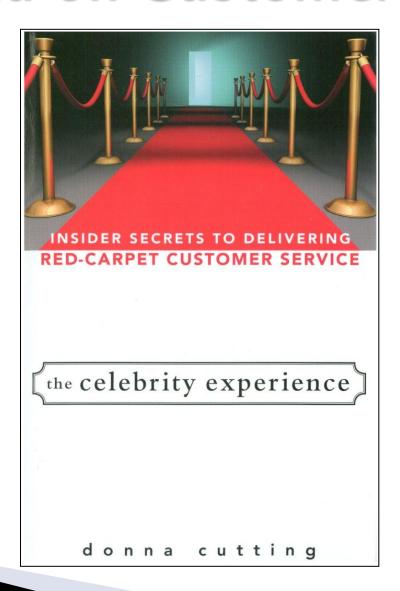
Students become part of the Flamingo's or Pelican's at Palm Beach Day Academy which culminates each year in a field day competition.

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
 - Kiosks with free water or hot chocolate



High Point University provides "WOW" moments for prospective and campus students

Special Parking Signs for Prospective Students Visits to Campus



Kiosks are used throughout campus to express generosity by having water bottles in the spring and hot chocolate in the winter before morning classes. They also offer small snacks such as granola bars and yogurt.

Apply this Model to Your School

- Do something unique on every student's birthday
- Give students something memorable on special days
- Surprise students with the unexpected
- Show parents that you appreciate them

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
- Re-enrollment/matriculation fee
- Tuition deposit/down-payment
- Discount by early date
- Penalty applied if re-enrolled after date
- Assume continued enrollment

Automatic / Continued Enrollment

- Eliminate the re-enrollment process and automatically enroll a student for next year.
- Consider the philosophy that "once enrolled, always enrolled" unless the parent or school decides not to continue the enrollment
- Tuition deposit is debited or automatically billed on a specified date.
- Families or the school can opt-out of re-enrollment by a specified 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.

After Re-Enrollment

- Thank Parents Schools after forget the step after a family completes the re-enroll process.
- Send a School-Branded Gift
- Ask them to write a online review
- Ask them to post a Facebook status update on their profile:
 - "I just enrolled my child at ____ School for the 2012-13 year. Check out their website (list your website) to discover why this school is the best in the area."
 - "I just re-enrolled my child at ____ School for the 2012-13 year. This will be our ___ year at ___! Check out their website at (school web address) to discover why more families like ours are choosing this school!"

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 & Internal Marketing

Communicate, Communicate, and Communicate!

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.

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.

Tell Stories

- Communicate stories about your alumni, faculty, staff and students and relate them to your brand.
- Parents need to see their child in the story of your school. Therefore it is essential for you to share stories of real people and real stats that focus on your key brand messages.

Tell Your Story Online

- Website
- Blogs Head of school, faculty, staff, students
- Facebook photos, videos, blogs, stories, questions
- Video vignettes to tell your story
- Flickr photo of the day
- Other social media channels



At Brookwood, we believe in balance: rigor with compassion, excellence with exuberance, and selfdiscovery along with sensitivity to others.

For more than 50 years, Brookwood School has been instilling in students a lifelong love of learning – and graduating young adults of conscience, character, and compassion.



Brookwood's BTube page contains a variety of videos showcasing the life of the school.



Brookwood's BPod page contains a picture and caption of the day.

Introducing BPod: Brookwood Photo of the Day



From classroom candids and campus snapshots to athletic competitions and artistic creations, BPod captures a daily moment in time at Brookwood. We hope you enjoy this digital photo archive of the 2011-2012 school year!

[Return to home page]





Shout out to HH alum Margaret Burrus and a great review of her UNC acting performance: http://tinyurl.com/mburrus





More shout outs! Congrats to alumna Lola Blackwell Chambless for being chosen as one of the Nashville Business Journal's "Top Forty Under 40"!





Shout out to Stephanie Rothenberg '08 who will be the female lead in "How to Succeed in Business" on broadway for the next two months!! What was your favorite musical from your HH days?



Like · Comment · Share

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Harpeth Hall School April 16 🔞

The Upper School Science Olympiad team competed in the state competition this past Saturday. Months of planning, studying and building resulted in the highest finish ever for the team -- THIRD in the state!





Congrats to our outstanding teachers awarded special recognition today! Pam Carver - Owen Chair for Excellence in Teaching; Bekah Hassell - Heath Jones Prize; and Jackie Powers - Hofstead Chair in the Humanities



90th Annual George Washington Celebration (14

Check out our 90th Annual George Washington Celebration!





Minimester 2012 (24 photos)
Learning beyond the classroom!





Middle School buoyancy cup. More pictures to come!

Miami Country Day School

March 7 @



Miami Country Day School

We did it! We needed to make 1,000 cookies to set the World Record and we made 1,225! Congrats to Matthew Cohen, MCDS students, friends and family who all made this possible!



Photos tell the story at Miami Country Day

Miami Country Day School March 2 (8)

789

Tonight will be the second of three in our woodstock Concert Series. If you can't be there in person, we will be streaming the concert online tonight! You can watch in person in the Amphitheater or electronically at www.miamicountryday.org/streamingnow. The show begins at 7:30 p.m. tonight and there will be a third and final show tomorrow night at 7:30 p.m. as well:



Like · Comment · Share

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Miami Country Day School is an independent, college-

development of The Whole Child.

preparatory, day school founded in 1938, dedicated to the

Email Newsletter

- Focus on telling stories in your email newsletter:
 - Reinforce the value of the investment.
 - Tell stories of life after graduation.
 - Tell student and faculty stories.
 - Emphasize and reinforce your brand distinctiveness.



TORREYtimes

LA JOLLA COUNTRY DAY SCHOOL

Front Page

Photos

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Lower

Middle

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Arts

Athletics

Giving

Quick Links

Welcome

TTImes Guidelines

How To...

For Parents Only

LJCDS Website

Comments by Chris

Lessons From A Visitor From Tibet

Regardless of your political view or your religious affiliation, there is something humbling about hearing the Dalai Lama speak.



Perhaps it is because he quickly shows himself to be an exquisite teacher - and that's our profession

News from La Jolla Country Day



Paul Hirschson, Deputy Spokesman from Israeli Ministry of Foreign Affairs, Addresses Country Day Community



Ben Schwartz

Welcome to **Torrey Times**

> Sign Up or Sign In

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7







Upper Division

04/20/12

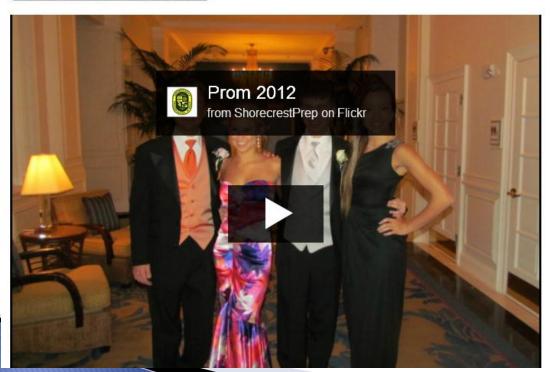
Prom a Success!

With tables covered with Sherlock Holmes pipes and magnifying glasses, 145 Juniors and Seniors spent an evening of "mystery and intrigue" in the Grand Ballroom of the Don CeSar on Friday, April 13. Despite the superstitious date, guests danced the night away feasting on a buffet dinner while sharing memories of high school.

The night culminated with the crowning of the Prom King and Queen: Luke B. and Sydney K.

Mark the date of April 26th for next year's Prom!

(Mobile users click here for slideshow)



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Featured Links

- 3 Cheers
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Blogs and Links



Early Childhood Blogs Lower Division Blogs

Navigation

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- >> Middle Division

Tell Your Story in Person

- Large group meetings
- State of the school address
- Small group coffees
- One-on-one meetings
- Virtual meetings

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.
 - Email Survey
 - Phone Survey
 - In-house versus Consultant

Q&A

Questions and Answers

Blog and Consultation

- Subscribe to Rick's blog on enrollment and marketing strategies for schools.
- If you are interested in discussing your current enrollment challenges or marketing needs, please contact Rick to set up a time for an initial consultation:

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