



Strategies in Marketing and Enrollment A Case Study of Calvin Christian School, Escondido, CA

Presented by:

Rick Newberry and Terry Kok

www.EnrollmentCatalyst.com

Our Goal

- ▶ During this webinar we will take an inside look at the marketing and enrollment effort at Calvin Christian School in Escondido, CA.
- ▶ In 2010–11, under the leadership of Terry Kok, the school invested in research, developed a strategic enrollment and marketing plan, launched a new website, and hired a full-time director of enrollment and marketing.

Presenters

»» Terry Kok, Superintendent, Calvin
Christian School, Escondido, CA

Rick Newberry, President,
Enrollment Catalyst

Terry Kok



Terry is the Superintendent of Calvin Christian Schools in Escondido, CA

- B.A. from Seattle Pacific University in History
- M.A. from Central Washington University in Educational Administration
- www.CalvinChristianEscondido.org



The mission of Calvin Christian School, in cooperation with the home and church, is to teach the whole child from a Biblical worldview, founded in the Reformation, providing children from Christian families with an excellent education for a life of Christ-centered service.

Rick Newberry



Rick is the President of Enrollment Catalyst

- B.A. from Cornerstone University
- M.T.S. from Grand Rapids Theological Seminary
- Ph.D. from Michigan State University
- **www.EnrollmentCatalyst.com**



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

The Situation in 2010

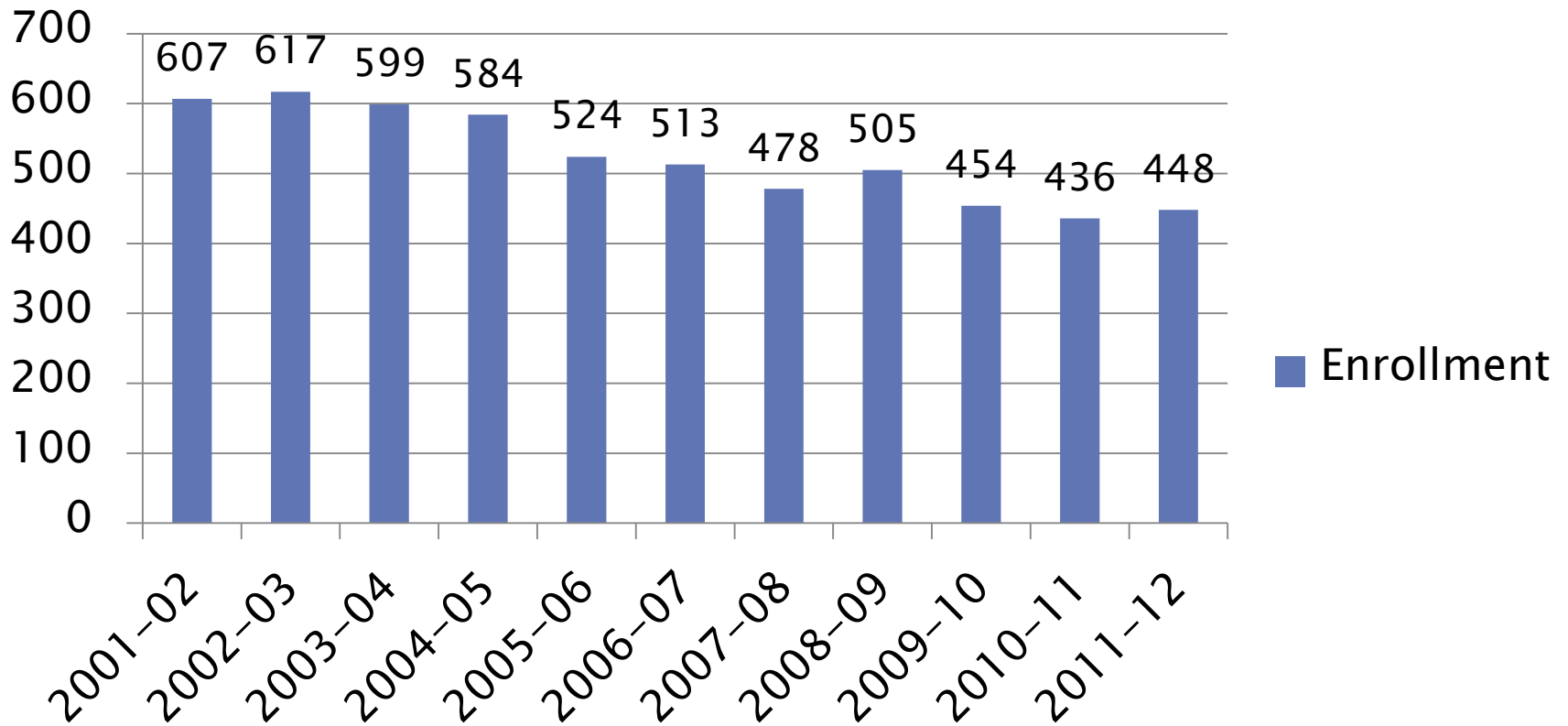
- » The school's leadership had just completed a strategic plan and needed to address its enrollment decline.

The Situation at Calvin Christian

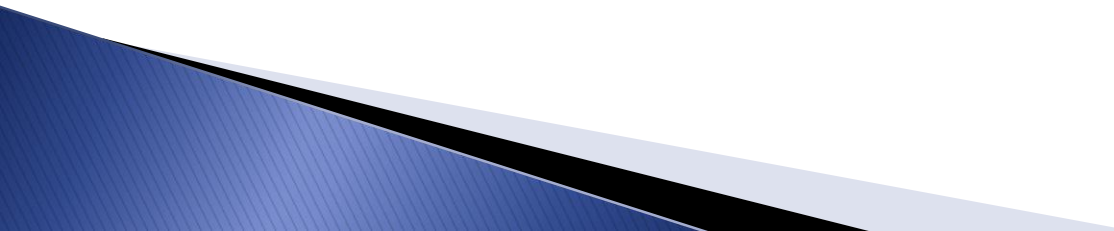
- ▶ The Strategic Planning Process at Calvin Christian identified the need to address the decline in enrollment and to develop a marketing and enrollment plan.

Enrollment Trends

Enrollment



Enrollment and Marketing Needs

- ▶ Turnaround the declining enrollment.
 - ▶ Lack of marketing expertise on staff.
 - ▶ Need to conduct research to understand the brand and the perceptions of parents, faculty and staff.
 - ▶ Need to develop a marketing and enrollment plan for the school.
 - ▶ Recommendation of CSI.
- 

Selecting a Marketing Partner

- » The leadership of Calvin Christian considered several options for selecting a marketing partner.

Hiring a Marketing Partner

- ▶ Why was it important and necessary for the leadership of Calvin Christian School to hire a marketing company?

Selecting a Marketing Partner

- ▶ What was the process in hiring a marketing company for Calvin Christian Schools?
 - Considered a variety of companies
 - Need to hire a company with expertise in:
 - Marketing
 - Enrollment
 - Christian schools

The Process

- » The development of a strategic enrollment and marketing plan for Calvin Christian included research, assessment and planning.

The Process

▶ Phase 1

- Review of existing enrollment data, reports and marketing materials

▶ Phase 2

- Conduct interviews with leadership and admissions
- Conduct focus groups with parents, alumni, students, faculty/staff, and community members
- Conduct an online parent survey

▶ Phase 3

- Present findings and recommendations in a strategic marketing and enrollment plan

Focus Groups

- ▶ Understand the Calvin Christian brand:
 - Words and phrases that describe CCS
 - Strengths of CCS
 - Weaknesses of CCS
 - Key messages to communicate CCS to prospective families
 - Changes to make CCS a better school
- ▶ Understand how to best market Calvin Christian:
 - Enrollment issues
 - Marketing to the community

Online Parent Survey

- ▶ Measure parent satisfaction through quantitative and qualitative questions.
- ▶ 56% of the CCS parents completed the survey.

A Recommended Plan

- » As a result of the process, the research findings, implications and the marketing and enrollment plan were presented to the leadership.

Current Situation and Key Challenges

Experienced and Passionate Leadership

- ▶ The Board, Superintendent and administrative team are passionate and experienced leaders committed to moving the school forward.

Satisfied Parents

- ▶ Overall, the parents are very satisfied with the educational experiences and opportunities at Calvin Christian School.

50 Year History and Legacy

- ▶ With 50 years of history within the community, Calvin Christian has an established track record of providing an education integrated with faith for students and families. This strength of the school will need to propel the school forward to the next decade and beyond.

Enrollment Decline

- ▶ During the past decade, Calvin Christian School has declined in enrollment from a high of 619 students enrolled in 2002–03 to a low of 436 student in 2010–11.

Retention

- ▶ The high school enrollment has declined and is not at a critical mass that it needs to operate efficiently. Students chose not to stay at Calvin Christian for high school because of the size, cost, the attraction of public schools and charter schools. The retention rate from 8th to 9th needs to continue to improve as well as the recruitment of new students to the high school.

Affordability and Cost

- ▶ One of the main concerns expressed by parents is that rising cost of the tuition at Calvin Christian. This is partially the result of the economic challenges facing the community.

Competitive Market

- ▶ The Escondido area is a very competitive school market. With there is some competition from area Christian schools, the main competition is with the public schools, especially the Charter school. Parents need to be sold on the value of sending their child to a Christian school above that of a “free and good” Charter school that is “quasi” Christian.

Limited Awareness

- ▶ Because of its lack of marketing, Calvin Christian School is not well-known in the community. Therefore, there is limited awareness of this school even though it has been in the community for 50 years.

Limited Staff

- ▶ The enrollment director, while passionate about selling the school, only functions in this capacity in a part-time job along with his athletic director duties.

Lack of Church Outreach

- ▶ The staff has not reached out to area Churches and pastors in a strategic way to expand the reach and marketing of the school.

Reformed and Dutch Heritage

- ▶ Exclusive versus inclusive community
 - Welcomes families with closed arms
 - “If you ain’t Dutch, you ain’t much”
 - Society and voting structure
- ▶ Perception that this is school primarily for Dutch families even though 2/3 of the families are not Reformed
 - Community leaders focus group – when asked what % of families are Reformed, their answers were 80%, 50–60%, 90% of the people I know, and 60%.

Lack of Diversity and Hispanic Outreach

- ▶ The Escondido community is comprised of a Hispanic majority. Little effort has been made to reach out to this group to diversify the school.

Institutional Priorities

Institutional Priorities

▶ *Community Service*

- While students are involved in service opportunities, the overall community service program is not distinctive at the school. Many private schools have made this area an integral part of their program. As students, faculty and staff become more involved in community service, they will be seen in the community. This service will have a direct impact on the development of each student while providing promotional opportunities for how students are making a difference in the community.

Institutional Priorities

- ▶ *Dutch Community / Reformed Structure*
 - Consideration will need to be made concerning the board structure, voting privileges, and faculty/staff church commitments at the school as it realizes its reach to the non-Reformed community.

Institutional Priorities

- ▶ *Hispanic Faculty and Staff*
 - As the leadership considers it desire to reach the Hispanic community, it will be important to hire faculty and staff from this ethnic background. This will take a institution wide commitment to focus on diversity in order to reach this market.

Institutional Priorities

- ▶ *Continual Quality Improvement*
 - The leadership will need to continue to improve the quality of the school by addressing some of the issues raised in this report. This, in turn, will help improve the overall retention rate at the school.

Marketing and Enrollment Priorities

Priorities

- ▶ Enhance the Calvin Christian brand and develop a new website and marketing materials
- ▶ Commit to a full-time position in enrollment and marketing
- ▶ Develop annual enrollment goals for all areas of the admissions and retention process
- ▶ Increase inquiries and applications
- ▶ Implement an aggressive and systematic follow-up process

Priorities

- ▶ Fuel word-of-mouth both internally and externally through current parents
- ▶ Reach the Church community to find like-minded, Christian families seeking a Christian education for their family
- ▶ Implement an internal marketing campaign first before focusing on external marketing
- ▶ Implement web-based marketing strategies

Visual Brand and Website



Christ-Centered
Education

Calvin
Christian School

Preschool - 12th Grade



Christ-Centered
Education

Calvin
Christian School

Preschool - 12th Grade



CALVIN

CHRISTIAN

SCHOOL

GYM

Calvin Christian
SCHOOL

**SUMMER CAMPS
AVAILABLE
COME IN & SIGN
UP....**

CALVIN CHRISTIAN HIGH SCHOOL

2000 N BROADWAY

CS THE Cord

www.CalvinChristianEscondido.org

Calvin Christian School partnering with home and church to educate young people since 1961

Volume XII, No. 3 • Summer 2010

Congratulations to the Class of 2010



On June 4, 2010, Calvin Christian High School will graduate 42 students who are ready to continue in "a life of Christ-centered service." Calvin has prepared these students well which is evident by their

acceptances into many higher education institutions. The future is very bright for these young men and women, and we can be both thankful for and proud of their accomplishments and hard work.

In keeping with Calvin's mission, this year's class has excelled academically and has also provided leadership at school in the social and spiritual activities that are a vital part of a Christian high school. They led discussion groups at the all-school retreat and during Spiritual Emphasis Week. The senior-led Student Council brought students and teachers together for an evening of good food, fellowship, costumes, and games at their Greco-Roman homecoming dinner. The senior government class won the San Diego-Imperial Division of the We the People U.S. Constitution

knowledge competition and competed at the finals at Sacramento. Seniors were also instrumental in the planning and implementation of the 30 Hour Famine which raised money to feed starving children. This class has also been very active in Faith Expression, choir, the fall play, the spring musical and all the activities of school.

In addition to these senior leaders, we are very grateful to the class officers and others who worked so hard at fund raising (like the box lunches), organizing events (like the Christmas Dinner, a semi-formal evening for students), and planning trips (like the class trip and Grad Nite at Disneyland).

The graduation ceremony to honor the graduates and celebrate their commencement will be held at Emman-

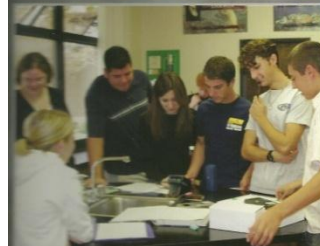
Continued on page 2

What's Inside...

- Eighth Grade Advancement
- Senior Intentions
- Recognition of Teachers
- CCS Year in Review
- Spring Sports
- Alumni Happenings
- 50th Anniversary Events

"The LORD will keep you from all harm—he will watch over your life; the LORD will watch over your coming and going both now and forevermore." — PSALM 121:7-8

CALVIN CHRISTIAN SCHOOL
Preschool through 12th grade



Christ
Centered
Education



Enrollment & Admission Information
www.calvinchristianescondido.org



calvinchristianschool
Christ-Centered Education
escondido, ca

Now accepting
applications for
Preschool - 12th grade!



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Calvin's Email
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INTERNATIONAL
proud member

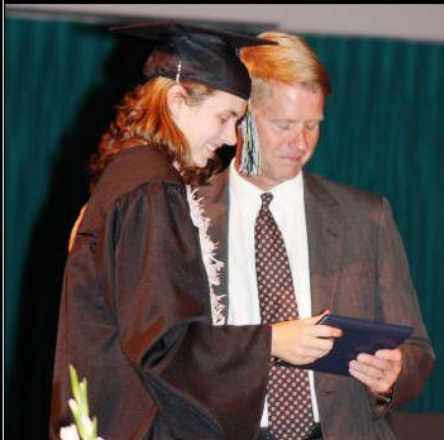


CCS is a
WASC accredited school



Calvin Christian School - Escondido

RECENT NEWS



CONGRATULATIONS TO THE CLASS OF 2010

June 4, 2010 - Calvin Christian High School sent 42 graduates into the world, ready "for a life of Christ-centered service." Calvin has prepared these students well which is evident by their acceptances into many higher education institutions... (more)

[\(all news\)](#)

CALENDAR

July 22:

[Sports Physicals](#)

August 19 & 24:

New Student Welcome
Parties [\(details\)](#)

August 24 & 25:

New Student
Orientation [\(details\)](#)

August 30:

School Begins (half
day) & [Convocation
Ceremony](#) (11AM)

August 31:

[New Parent Orientation](#)
(7PM in the library)

[\(full calendar\)](#)

QUICK LINKS

[Monday Bulletin](#)

[Junior High Monitor](#)

[Hot Lunch](#)

[CrusaderConnection](#)

[High School Sports](#)

Welcome!

to Calvin Christian School



The mission of Calvin Christian School, in cooperation with the home and church, is to teach the whole child from a Biblical worldview, founded in the Reformation, providing children from Christian families with an excellent education for a life of Christ-centered service.

CALVIN *Christian* SCHOOL

Christ Centered Education



BILL STOUT

Admissions Director

billstout@calvinchristianescondido.org

ph 760-489-0201 fx 760-489-7055

web calvinchristianescondido.org

2000 NORTH BROADWAY
ESCONDIDO, CA 92026-2097

Fall Enrollment in Motion!

OPENINGS AVAILABLE: Preschool – 12th Grade

FULL & PART-TIME OPTIONS: *Preschool & Kindergarten*

NEW

- **Part-time Home Schoolers Welcome**
- **Year Round Preschool Enrollment**
- **Call Today for Tour or Info Packet**

Committed Staff

WASC Accredited

Fine Arts

Bus Transportation

Interscholastic Athletics

Traditional Schedule

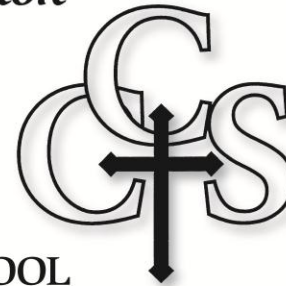
Year Round Preschool



*Christ Centered
Education*

PRE-SCHOOL
760.520.8431

GRADES K-12
760.489.1159



CALVIN CHRISTIAN SCHOOL

www.calvinesc.org

2000 North Broadway • Escondido

11 Calvin Christian School

Reasons to Enroll your child at

1. A curriculum that brings a Christian perspective into every discipline, Preschool thru 12th grade
2. Teachers who are excellent Christian role models
3. All students at Calvin Christian are from Christian homes
4. High academic achievement, including high test scores within a healthy learning environment
5. Computer curriculum for grades 3-12
6. Strong music program in grades K-12
7. Smaller class sizes in most grades
8. Over 98% of graduates attend college
9. We offer a good variety of CIF interscholastic sports in high school
10. Tuition that compares favorably with other Christian and private schools
11. Part-time homeschool students welcome



Openings available now Preschool - 12th grade

Visit our website at www.calvinesc.org
or call 760.520.8431 for enrollment
information and
a school tour!

Pre-school 760.520.8431
Grades K-12 760.489.1159
2000 North Broadway Escondido



Recommendations

- ▶ Enhance the visual brand
 - Logo
 - Typography
 - Color palette
- ▶ Develop a new tagline
- ▶ Develop a graphic standards' manual
- ▶ Develop a new website
- ▶ Be consistent in the branding effort

A New Logo and Tagline



Brand enhancement designed
by Cherry+Company

A New Website



CalvinChristian
Connecting Faith & Learning SCHOOL

quicklinks

- ▶ Preschool
- ▶ Elementary
- ▶ Junior High
- ▶ High School
- ▶ Parents
- ▶ Alumni

HOME ▶

About Us ▶

Admissions ▶

Academics ▶

Arts ▶

Athletics ▶

Student Life ▶

News ▶

Support Us ▶

Calendars ▶

Contact Us/Directions ▶



Search Calvin Christian





Calvin students learn to engage with each other and the world around them.

Welcome to Calvin Christian School

Thank you for visiting the Calvin Christian School website. For 50 years Calvin has been partnering with Christian families and their churches to educate students from Escondido, San Marcos, Vista, and communities across North County San Diego and southern Riverside County. In browsing our website you can read about our philosophy and spiritual foundation; our strong academic, athletic, and fine arts programs; and view our photo galleries. Of course we'd like to hear from you too. You can "like" us on Facebook and click on the "Contact Us" tab to connect with us directly. Welcome to Calvin, where faith and learning are connected.

News

Calvin Christian Football Win ESCONDIDO -- Anchored by an impressive defensive effort, Calvin Christian blanked Riverside Sherman Indian 48-0 Friday night. See full story in North County Times. [more](#)

Immunization
A new school immunization law requires all students entering 7th through 12th grades

Events

9/20 - 8:00 AM - Coffee with the Superintendent

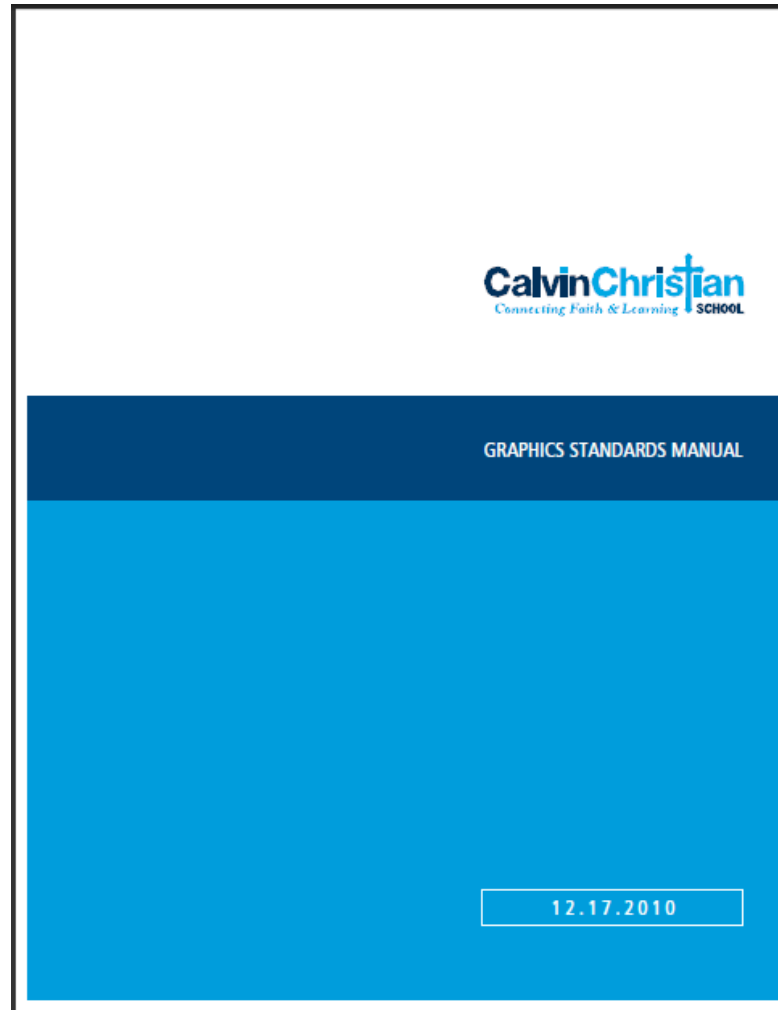
9/20 - 4:30 PM - JV Volleyball vs. Esc Adventist Academy @ Calvin

9/20 - 5:30 PM - Varsity Volleyball vs. Esc Adventist

[View All >>](#)

Website Designed by Cherry+Company
Implemented by Faith Websites

Graphics Standards' Manual

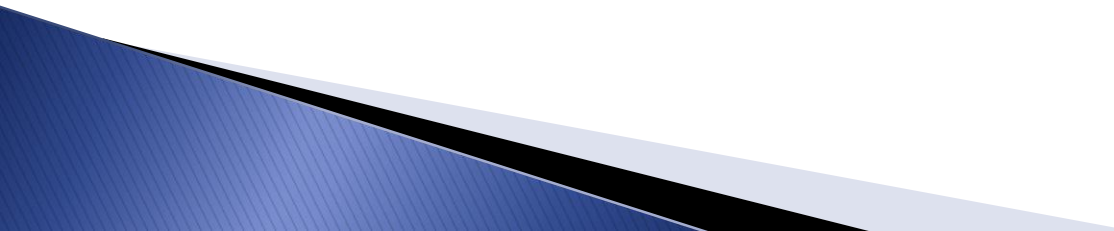


Developed by Cherry+Company
as part of the brand process

The First Year

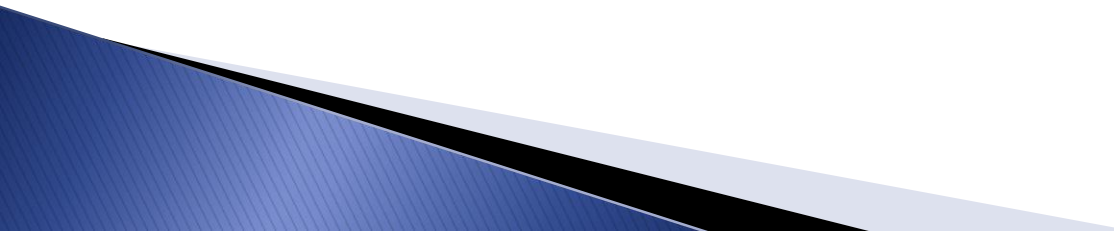
- »» During 2010–11, Calvin Christian School implemented several strategic initiatives outlined in the plan.

2010-11 Initiatives

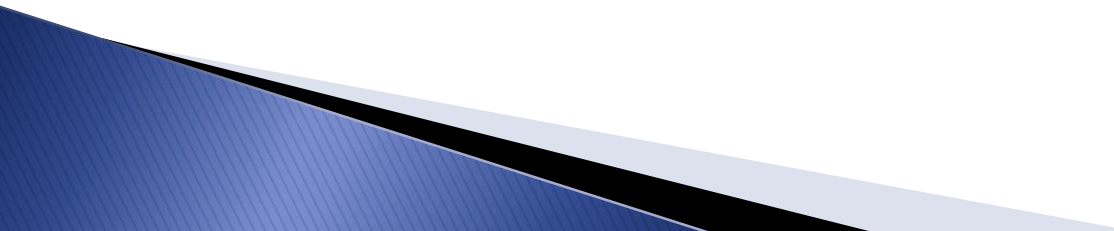
- ▶ Refined the admissions process and reporting.
 - ▶ Committed to the complete overhaul of the school's website.
 - ▶ Hired a full-time director of enrollment and marketing.
 - ▶ Focused on internal and external marketing.
- 

Refining the Admissions Process

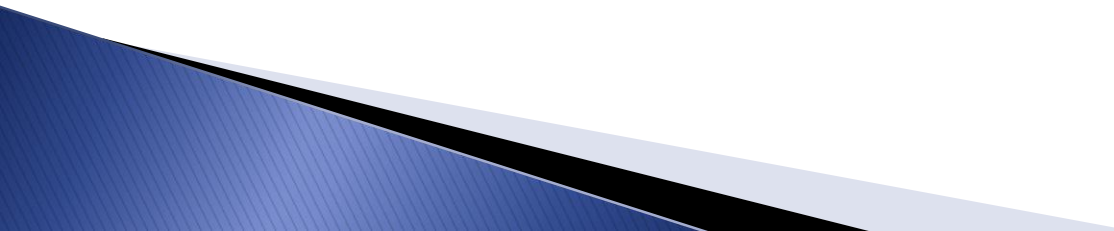
Inquiry Generation

- ▶ Current Parents
 - ▶ Parent Ambassadors
 - ▶ Faculty and Staff
 - ▶ Realtors
 - ▶ Feeder Churches
 - ▶ Feeder Schools
 - ▶ Every day is an open house
 - ▶ Eliminate tuition incentive for referrals
- 

Inquiry Processing and Follow-Up

- ▶ Implement a 30-day communication sequence for inquiries with a goal to move a prospective family to apply to the school.
 - ▶ Monthly follow-up after 30-day communication sequence.
 - ▶ Grading system—Establish an inquiry qualification (grading) system.
 - ▶ Track inquiries in Blackbaud.
- 

Application Processing and Follow-up


- ▶ Send a personal acceptance letter to the parent and student
 - ▶ Monthly applicant contacts
 - ▶ Parent ambassadors mentor new families
 - ▶ Grade applicants
- 

Enrollment Management Reports

- ▶ Admission Funnel Report
- ▶ Weekly Enrollment Report

New Website

A New Website



quicklinks

- ▶ Preschool
- ▶ Elementary
- ▶ Junior High
- ▶ High School
- ▶ Parents
- ▶ Alumni

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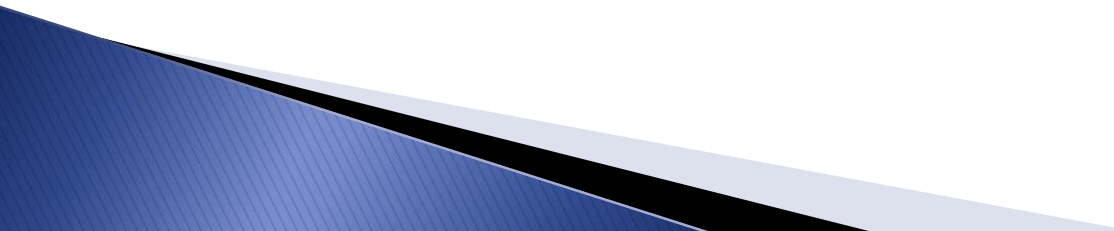
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Website Designed by Cherry+Company
Implemented by Faith Websites

Website Development Process

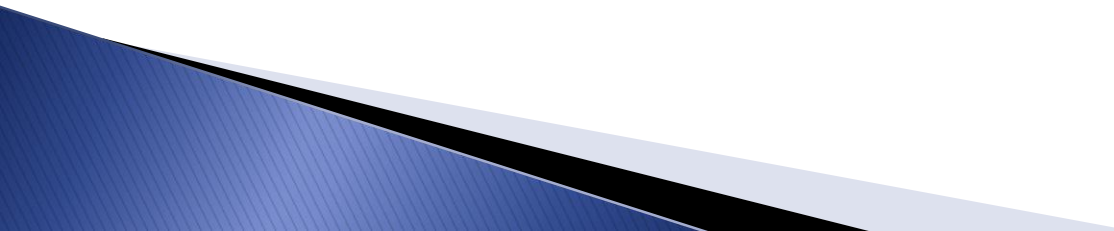
- ▶ Designed by Cherry+Company
 - ▶ Implemented by Faith Websites on their CMS
 - ▶ Training on the CMS
 - ▶ Build-out of the website pages
- 

Director of Enrollment and Marketing

Main Job Responsibilities

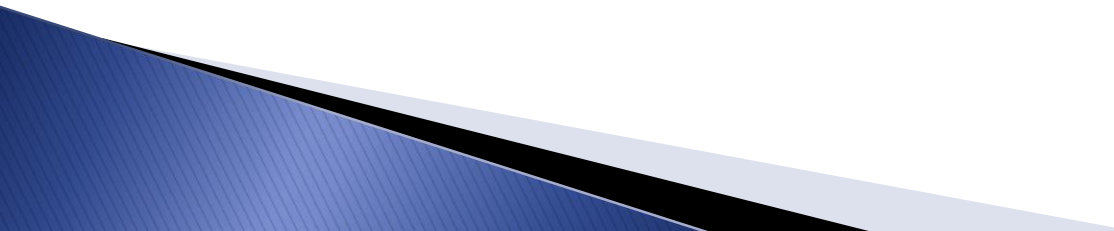
- ▶ Hire a full-time, dedicated Director of Enrollment and Marketing to focus on the following:
 - Admissions
 - Retention
 - External marketing
 - Community and public relations
 - Internal marketing
 - Web-based marketing

The Search Process

- ▶ Advertising the position
 - ▶ Interviewing potential candidates
 - ▶ Hiring the right candidate
- 

Marketing Strategies

Marketing Strategies

- ▶ Church Marketing
 - ▶ Web-based Marketing
 - ▶ External Marketing
 - ▶ Internal Marketing
- 

Church Marketing Strategy

- ▶ Target list of Churches and Pastors
- ▶ Monthly communications
- ▶ September contacts
- ▶ Pastor's recommendations
- ▶ Chapel speakers
- ▶ Pastor's appreciation event
- ▶ Church contacts
- ▶ Visibility in churches

Web-Based Marketing Strategies

- ▶ Website
 - Search Engine Optimization
- ▶ Facebook
- ▶ Blog
- ▶ Online Reviews

External Marketing Strategies

- ▶ Media survey
- ▶ Community and event sponsorships
- ▶ Direct mail
- ▶ Public relations at key meetings and events
- ▶ Comprehensive brand image advertising when funding is available

Internal Marketing Strategies

- ▶ Involve faculty and staff in marketing and enrollment
- ▶ Communicate the plan to parents, faculty and staff
- ▶ Identify key topics and messages and communicate these to faculty, staff and parents
- ▶ Focus on communicating human interest stories that emulate the CCS brand
- ▶ Get the talker's talking
- ▶ Display banners to communicate the visual brand

Internal Marketing Strategies

- ▶ Email newsletters
- ▶ Communicate value of upper school to lower school parents and students
- ▶ Blog
- ▶ “WOW” experience
- ▶ Parent education series

Enrollment Growth in 2011-12

- » There are several factors that contributed to the enrollment growth this year at Calvin Christian Schools.

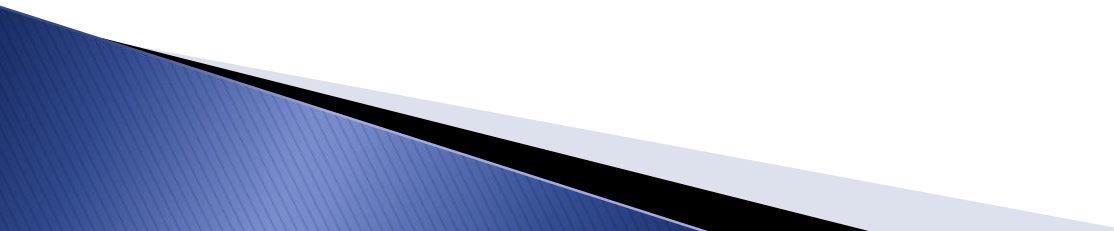
Factors Contributing to Growth

- ▶ The combination of cost-based tuition and assistance
- ▶ Better retention
- ▶ School improvements
 - Elementary Spanish added to the curriculum
 - Changed to Singapore Math
- ▶ New website
- ▶ New director of enrollment and marketing
- ▶ Enrollment and marketing plan

Moving Forward

- » The leadership will continue to move forward to implement the school's marketing plan.

Priorities for 2012–13 and Beyond

- ▶ Year-long focus and aggressive effort of the Director of Enrollment and Marketing
 - ▶ Implementation of Web-based marketing strategies
 - ▶ Fuel word-of-mouth marketing
- 

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:

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