Enrollment Management Plan
2017-18

Mission Statement

[Name of School’s] mission is…

Roles and Responsibilities

The following are role descriptions for key personnel involved with enrollment management at [Name of School].

Director of Admissions

The director of admissions manages a comprehensive student admissions and retention program as part of the comprehensive advancement plan for the school. This program includes the planning, coordination, implementation, and program evaluation necessary to carry out initiatives for student recruitment, admissions, financial assistance, and retention for [Name of School]. The director works with members of the board’s enrollment committee to formulate and implement strategies that effectively market the school for image and enrollment. The director works closely with the president, principal, and appropriate school staff in coordinating plans, events, and promotional materials.

Accountability:
 Accountable to the President

Member of:
 Board Enrollment Committee

Responsibilities:

Faith Community Affairs:
 Ensures that all students’ recruitment, admissions, and retention programs and practices reflect the Catholic mission of the school;
 Remains aware of and represents the religious aims and objectives of the school to the wider community.
 Works with the Campus Minister to foster good parish relations with partner parishes.

Enrollment Management:
 Coordinates the overall enrollment management program.
 Prepares with the President and Enrollment Committee the annual enrollment management plan in conjunction with the school’s comprehensive advancement plan;
 Prepares the annual enrollment management report;
 Coordinates the active participation and involvement of administration, faculty, coaches, parents, students, and volunteers in recruitment and retention activities;
 Designs, implements, and coordinates an ongoing communications program to promote the benefits of a Catholic education to prospective students and their families;
Develops and produces recruitment literature in conjunction with the President, Principal, administrative team, and Enrollment Committee;
Researches and develops enrollment projections;
Builds and manages a database to track prospective students and their families;
Coordinates and participates in on-campus meetings, tours, visits, and if appropriate interviews with prospective students and their families;
Plans, arranges and conducts off campus programs for prospective students and their families;
Maintains regular contact with partner school principals, teachers, and pastors;
Coordinates and implements the student visitation days;
Coordinates the student admissions process with administration and faculty;
Coordinates the registration process with appropriate members of the administrative team;
Develops and coordinates the financial assistance program with the President and coordinates the awarding of financial assistance to qualified applicants;
Develops and implements a program of student retention with the guidance office, campus minister, and faculty;
Evaluates and assesses admissions results with the President, Principal and Enrollment Committee in light of plans and goals, and adjusts plans and programs, as appropriate.

**Academic Affairs:**
- Keeps abreast of current developments in Catholic education.
- Keeps abreast of current developments in education in the local area

**Student Affairs:**
- Attends school events and remains aware of school accomplishments and challenges.

**Business Affairs:**
- Prepares and monitors the enrollment budget;
- Coordinates student’s financial aid requests with the President.

**Board Relations:**
- Provides regular reports on enrollment activities to the principal, Board of Directors, and Enrollment Committee as requested.

**Liaisons:**
- Represents the school as necessary at appropriate meetings and functions, both on-campus and off-campus.

**Evaluation:**
- Annual performance evaluation by the President and Office of Catholic Education

**Additional:**
- Performs other duties as assigned by the President.
President

Specific duties and responsibilities of the President as they pertain to enrollment management include:

- Conduct interviews with perspective students and their families
- Attend open houses, articulations and informational meetings as a speaker, greeter and/or facilitator.
- Phone calling after enrollment activities
- Reviews and approves all enrollment management plans, initiatives, and activities;

Principal

Specific duties and responsibilities of the principal as they pertain to enrollment management include:

- Conducts interviews with perspective students and their families
- Attend open houses, articulations, placement tests and informational meetings as a speaker, greeter and/or facilitator.
- Phone calling after enrollment activities
- Works with the President, director of admissions, and guidance office concerning the recruitment and retention of students.

Guidance Office

Specific duties and responsibilities of the guidance counselors as they pertain to enrollment management include:

- Coordinates guidance functions and work with the director of admission regarding the recruitment and retention of students;
- Attend open houses, articulations, placement tests and informational meetings as a speaker, greeter and/or facilitator.

Faculty and Staff

The active involvement of the faculty and staff in the enrollment management process (recruitment, admission, and retention of students and their families) is paramount to attracting and keeping students at [Name of School]. Specific duties and responsibilities include:

- Attend open houses, articulations and informational meetings as a speaker, greeter and/or facilitator;
- Assists with on-campus recruitment, admissions and retention activities;
- To be actively involved in marketing the school for image and enrollment;
- To provide input to the President, Principal, director of admissions and the guidance director, especially concerning retention issues.
**Student Ambassadors**

Consists of [define grades here] students recruited annually by the director of admissions. We base selection on personal reputation, academic good standing, character, citizenship, and school spirit. Specific duties and responsibilities include:

- To assist director of admissions with the implementation of the enrollment management plan;
- To assist with the planning and organizing of recruitment activities;
- To provide input regarding the public image of the school;
- To participate in student visitation days;
- To participate in partner school visits both off-campus and on-campus;
- To participate school tours;
- To assist new students in adapting to life at [Name of School];
- To help recruit future student ambassadors;
- To enhance school spirit by implementing and encouraging communication among the student body.

**Enrollment Committee**

The Enrollment Committee consists of board members, administrators, select faculty, and individuals who possess marketing, journalism, graphic design skills or other traits deemed appropriate for [Name of School]. Specific duties of the committee include:

- To assist in designing, implementing, monitoring, and evaluating the annual enrollment management plan;
- To provide input regarding the public image of the school;
- To provide insight and expertise to the President and director of admissions in developing recruitment materials;
- To work with and offer recommendations to the principal, assistant principal, director of admissions, and guidance director in forming strategies to address retention at [Name of School].
Key Messages

What makes students attend [Name of School]: (see samples below)

- Catholic education/values based education
- Quality teachers, administration and staff that care about the well being of the student
- Family oriented community
- Provides a safe environment for the student
- Great athletic programs
- The highest SAT scores in area
- 98% of the graduating class attends college
- College Preparatory
- Small class sizes
- Positive learning environment

Why would qualified young men not attend [Name of School]: (see sample below)

- Cost of the education
- It’s a Catholic school
- It’s a private school
- Older/dated plant and campus
- Bad press surrounding the Catholic Church
- General misconceptions about Catholic/private schools-rich kids, drugs, not smart enough to attend, etc.

Academic: (sample text)

We base the [Name of School] academic program on a college preparatory curriculum incorporating a full array of academic, accelerated, honors and Advanced Placement (AP) courses. All courses fulfill Pennsylvania admissions requirements. The curriculum offers courses tailored to meet the diverse needs and educational objectives of the individual students. Our positive learning environment and our quality, enthusiastic faculty make [Name of School] the ideal learning environment. After graduation, 98% of our graduates attend colleges and universities and they experience a high success rate in college. The extensive support system that is offered guarantees success for most students who take advantage of what is offered. Many students who have learning differences attend [Name of School] and experience success. Each student is given accommodations based on his or her individual needs.

Faith Formation: (sample text)

[Name of School]’s commitment to service is exemplified by a wonderful opportunity provided for our students by our Campus Ministry Department. With service activities ranging from our school wide team service projects to individuals working for a variety of local agencies and churches, [Name of School] has been a leader in community outreach and satisfying needs. Every year, each student completes a minimum of ____ hours of service in the community.

This commitment gives students an opportunity to live the Gospel message of service and use their blessings of time, talent and treasure. Because students need time to deepen their faith life, they are also provided the opportunity to make retreats each year. These events are a time for
reflection, self-identification, faith enrichment and bonding among classes. Alumni reflect on retreats as some of the fondest memories of their high school experience.

The school’s Catholic faith is often expressed through prayer. Students have the opportunity to both prepare and participate in worship experiences through Theology classes and Campus Ministry. We celebrate Mass daily and on holy days and other special occasions.

Overall, ___% of our student body matriculates from Catholic backgrounds. We encourage students to examine their belief systems and explore their faith backgrounds and welcome students of all different faith because an educational environment incorporating multiple perspectives and world views enhances learning in the classroom.

**Safety, Structure and Discipline: (sample text)**

[Name of School] has established a discipline code that allows faculty and students to work together in an effort to create a Christian environment that is conducive to academic excellence. Rules and regulations enable the individual to develop self-control and also protect the rights of all individuals to pursue their education. We base the standards of conduct and behavior that we challenge all students to achieve on the principles of Christian morality and guidance of the Catholic Church.

We commonly talk with the students about being “Christian”, which encompasses many qualities and attributes. Students are expected to act in a way that will show consideration and respect for fellow students, faculty, staff and visitors. They should strive to create a positive and harmonious atmosphere within the school community, and be a favorable reflection on [Name of School]. This may be accomplished when students recognize their responsibilities and obligations in the school’s life.

**Student Involvement and Activities: (sample text)**

There is no better way for a student to know other students, faculty, and the school as a whole, than through the participation in [Name of School] activities. Students learn leadership, teamwork, sportsmanship, dedication, self-discipline, and how to deal with success and adversity – lessons that will benefit them for a lifetime. The school provides many and varied activities to suit the personal needs of all students.

We strongly encourage all students to become involved in school activities (___% of our students involved in our various co-curricular programs) and focus on the total educational growth of each student entrusted to our care. Besides the obvious concern and importance placed on academic involvement, student activities are an integral part of student life as a means of social interaction and education.
Markets

[Name of School]’s Market Area (sample text)

Our primary focus is enrolling and retaining ____ qualified young men and women to attend [Name of School]. The primary marketing areas are local Catholic partner schools, public middle schools and where appropriate elementary schools private elementary schools. Our demographic target market is families with children ages 8-18 who have an annual family income of $____ or more.

Internal Markets:
Archdiocese
Board of Directors
Administration
Faculty
Coaches
Staff
Parents
Students
Volunteers

External Markets
Prospective parents & students – 5th grade & up
Elementary principals, teachers, and staff
Pastors
Parishioners
Alumni
Benefactors and donors
Neighbors
Media
Realtors
Businesses/Human Resources
Community Groups
Chamber of Commerce
Recreation Centers

Internal Distribution Channels: (sample text)

Website

Print Media:
- School Newspaper
- Sports Programs
- Alumni Communication
Alumni
- Sporting events
- Speaker bureau
- Video
- Facts of Financial Aid
- Website

Students
- Student Ambassador Group
- Speakers at Feeder Schools
- Interact Club

Teachers
- Site Visits

Administration
- Community Groups as Speakers

Parents
- Area Open Houses

External Distribution Channels:

Website

Social Media

Print Media
- Local Newspapers

Direct Mail/Telemarketing
- Target families
- Target youth groups
- CYO Basketball
- Junior high groups
- Sport camps

Radio/Media

Local Parish
- Youth groups
- CYO
- Prep Program
- Parish Bulletin
- Progress of current/prior Parish members that attend [name of school]

Friends of current students and siblings
Catholic Partner Schools: (list them in bulleted list)

Top Private Feeder Schools: (list them in bulleted list)

Top Public Feeder Schools: (list them in bulleted list)

Parishes: (list them in bulleted list)

Enrollment Plan

Goals: (sample text)

- To enroll ___ qualified freshmen every year.
- By the end of the school year, attain at least 300 perspective students in the database for the following year’s incoming freshman.
- Expand the database for all grade levels by targeting 5th, 6th, 7th, and 8th graders.
- By the beginning of the school year, have 175 perspective 9th graders applied, tested and interviewed.
- Increase the number of people attending admissions events.

Marketing Strategies

Marketing efforts at [name of school] center on activities designed to cultivate prospective students to visit our campus. These activities will include: (see sample text below)

- Website Update
- Brochure, Viewbook and other printed material
- Facebook Advertising
- Partner school visits
- Prep program visits
- Direct mail targeting key zip codes and children’s ages
- Parish bulletin ads and information
The plan could also detail some of the above. For example:

**Partner School Visits**

Partner School visits promote the academic, religious and co-curricular aspects of [school name] and also promote the personal, caring, and individual attention each prospective student will experience as a member of the [school name] family.

- Bring student ambassadors
- Handouts, i.e., booklets, brochures, etc.
- Show video
- Leave Open House poster, yearbooks, handbooks
- Complete information form
- Have students mingle with prospective students prior to leaving
- If possible, have both 7th and 8th grade classes in attendance at the presentation

Within one week of the visit a thank you note (or notes) should be mailed to the school’s principal and appropriate teachers thanking them for providing the opportunity to address their class (or classes).

**Recruitment Strategies**

Recruitment strategies provide an organized, systematic, measurable and effective framework for promoting the benefits of [school name] and ultimately enrolling students. All engaged parties – administration, faculty, staff, students, board members, parents and alumni – must be made aware that the recruitment process is not solely the responsibility of the Director of Admissions. Each of the above parties, in some capacity, shares this function. Recruitment activities include: (see sample text below)

- 7th grade visit day
- Spring Open House
- Fall Open House
- Partner school high school nights
- Scholarship Entrance test
- Shadow days
- CYO tournament
- Partner school track meet
- Family hosted area open houses (approx. 6-8)
- Sporting event invites
- School play and concert invites
- Partner school knowledge bowl
The plan could also detail some of the above. For example:

**Open House**

Designed to promote the entire experience from the academic, Catholic, and social nature of the school, to the physical facilities, and the personal attention that families are vying for in a secondary education, our open house is an opportunity to showcase these items for parents, who in all likelihood, have never seen [school name].

- Registration tables set up in lobby to welcome and gather information for the database
- Student ambassadors and teachers will lead tours for the purpose of narratives, questions and answers, and supporting the personal attention that our [school name] school promotes
- Tours of the campus include “active” rooms; i.e., science labs, computer room, art, drama, library, bookstore, academic display rooms with books and sample student works, etc.
- Speakers at locations, at the conclusion of the tours, at various timed intervals
- Reception in the cafeteria

**Retention Strategies (sample text)**

The retention of students who enroll at [school name] is of prime importance to the overall success of the Enrollment Management Plan. Retention efforts must be made by all of the parties involved: administration, director of admissions, guidance counselors, campus minister, faculty, staff, and students. Efforts must be maintained for all four years, but particular emphasis must be directed to the period of time from registration through the beginning of sophomore year.

**Retention Key Personnel:**
Administration
Faculty
Admission Director

**Events and Calendar:**
New Student Welcome .............................................................. May
New Student Orientation ............................................................. August
Freshmen Retreat ......................................................................... September
Senior Parent Meeting .............................................................. October
Freshmen Parent Meeting .......................................................... November
Continuous Improvement Survey ............................................. January
Student Survey ............................................................................. January
State of the School ..................................................................... February
Sophomore Parent Meeting ..................................................... March
Junior Parent Meeting .............................................................. April

**Ongoing Activities**
NHS Tutoring Program
Freshman Activities every month throughout the year
Dances
Summer:
Summer Sports Camps
Summer School classes (i.e., government, arts)

Partner School Strategies (see sample text below)

1. Regular communication with partner schools about [school name] and how their former students are achieving at [school name]. (*Given at bi-annual program when appropriate)
   - School magazine (2 times/year)
   - Parent newsletter (monthly)
   - Press Releases (as applicable)
   - Thank you calls when we receive appropriate admissions material
   - Thank you letter, application process (1x/yr)
   - Congratulatory letter, students accepted/attending (1x/yr)
   - Honor Roll updates (2x/yr)
   - College update, where students accepted/attending (1x/yr)

2. Bi-annual recognition/education program with partner school principals and teachers

3. Organized program for visiting partner schools
   - Send letter and Open House poster in August requesting visit
   - Schedule visits (through the Wednesday prior to Open House)
   - Follow-up with those schools that do not respond
   - Send letter to parishes with no school offering to set up a visit for students & parents
   - Evaluate program in timely manner to adjust for next year

Admissions Calendar

July
Marketing
Recruitment
Retention

August
Marketing
Recruitment

September
Marketing
Recruitment
Retention
Key Admissions Activities

Admissions Pack

- Application (online and paper)
- Transcript
- Financial Aid Request
- Recommendation

Scholarship Placement Exam

We administer the exam to prospective students in __________ and announce scholarship winners on or before December 15, 2017.

Registration

We send registration material along with the acceptance letter. Families commit by paying a non refundable registration fee of $_____.

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