



ARCHDIOCESE OF WASHINGTON

MARKETING TOOL KIT *for* CATHOLIC SCHOOLS



Reproposing Catholic Schools for the New Evangelization

1st Edition
November 2011

*"Catholic schools exist...
to provide our children with an
opportunity not only for an
academically excellent education,
but a faith formation...
which will serve them the rest
of their lives."*

Cardinal Donald Wuerl,
Convocation on Catholic Education, 2007

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Deacon Bert L’Homme, *Superintendent of Schools*

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Dear Pastors and Principals,

Catholic elementary schools in the Archdiocese of Washington are privileged places for passing on the faith of the Church and are central to carrying out the new evangelization. I am acutely aware of the urgent necessity for increasing enrollment and fundraising to make our schools stronger and more vibrant; we cannot afford to lose one child, let alone a school. In light of our common call to proclaim the Gospel, we now have an opportunity to “repropose” Catholic schools to all parents, clearly and boldly proclaiming our Catholic mission and identity.

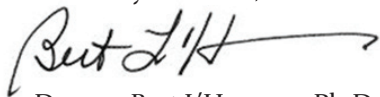
The purpose of this *Marketing Tool Kit for Catholic Schools Enrollment and Retention* (Toolkit) is to support our schools and to help ensure Catholic education remains vital, affordable, vibrant and accessible to every parent in the Archdiocese of Washington who desires a Catholic education for their child. Pastors, principals and school leaders can benefit greatly from professional, business and marketing strategies – taking the best of what works in the public sphere and utilizing it to effectively market our great Catholic schools. But as Catholic leaders how we market and the messages we share about Catholic schools must be infused with our identity as Church and reflect our fundamental and unique mission to teach the faith and evangelize. This Toolkit is intended to assist in this work of developing an effective marketing strategy for each Catholic school.

The first step in creating this important publication was the establishment of the Elementary Schools Marketing Task Force (ESMT). Led by the Director of School Marketing and Advancement, the ESMT is comprised of five elementary school principals and two high school admission directors in the Archdiocese of Washington who were asked to study the issues related to enrollment management and marketing that face our schools. Additionally, four pastors have advised and commented on the Toolkit. This consultative process was designed to ensure that the input of marketing, admissions and Catholic education professionals are included in the Toolkit.

Along with initiatives that foster increased academic success, timely and efficient communication, and a clear focus on our Catholic Identity, the Toolkit is an important first step in providing each school the necessary tools and support for ensuring our schools’ future in the context of the mission of the Church.

During my many visits to our schools I am continually impressed with the motivation and dedication of our Catholic school students, parents, teachers and administrators. Please be assured of my appreciation, continued support and prayers as we work to build His kingdom here in the Archdiocese of Washington.

Faithfully in Christ,

A handwritten signature in black ink, appearing to read "Bert L'H", with a long horizontal flourish extending to the right.

Deacon Bert L'Homme, Ph.D.
Superintendent of Catholic Schools

INTRODUCTION

Reproposing Catholic Schools for the New Evangelization

“Jesus himself establishes evangelization as the very nature and essence of the Church when he gives his disciples the commission to evangelize that is, to announce this good news “to all the nations,” and to spread the Gospel by going forth “into the whole world” and to “proclaim the gospel to every creature.”

(Disciples of the Lord: Sharing the Vision. Cardinal Wuerl, 2010.)

The Archdiocese of Washington is blessed to have almost 100 Catholic Schools that form future generations of Catholics and prepare young people for lives as productive and faith-filled citizens. These schools, most of which are parish schools, are privileged places for passing on the faith that Jesus gave us, and here in the Archdiocese of Washington the news about our schools is good news!

Catholic schools are central to the new evangelization. They teach, form and evangelize young people and prepare the next generation of Catholic adults to serve the mission of the Church. Our parish schools are also a clear witness to the world around us that faith is important and that even amidst attacks on religious liberty we value and have a right to an education that forms the whole person in every aspect of their lives.

Today we have an opportunity to “repropose” the good news about Catholic schools to all parents in the Archdiocese of Washington, telling them about our strong Catholic identity, excellent academics, affordability and accessibility. These pillars of Catholic education provide a framework for understanding what a Catholic school is, yet at the heart of our mission is the call to teach the faith and form disciples. This is what we do and is an integral and essential part of the broader mission of parishes and the Church.

The Marketing Tool Kit for Catholic School Enrollment and Retention is intended to help school leaders to tell that good news, to build enrollment and effectively communicate the great blessing of Catholic schools. These strategies should acknowledge and build upon the unique identity of Catholic schools – schools that are not only excellent but form the whole person for this life and the next. Our Catholic identity and mission must be a central element to all marketing efforts and messages.

It is important to note that as Catholic school leaders we are called to implement our marketing strategies in a way that fully respects the dignity of every human person, acknowledges parents as primary educators, and remembers the needs of the poor and vulnerable. How we market is as important as what messages we use, and marketing in a “Catholic way” that reflects who we are and is founded on prayer will make our efforts successful.

Our schools are and must be Catholic. While open to and welcoming of students of other faiths, our schools function with a clear Catholic identity. The schools offer each student faith and moral formation while providing an excellent academic education. Catholic identity is intrinsic to our education effort and is the reason for its success. We name our schools “Catholic” not as a nod to their past history but as a proclamation of their purpose and identity today and of their connectedness to the Church that authenticates their identity.

At every level, elementary and secondary, the schools, with our support, must continue to do all that it takes to meet the challenge of presenting an educational alternative that is rooted in and takes its daily inspiration from the faith and in visible connectedness with the archdiocesan Church. Our education effort derives from our conviction that our Catholic faith invites us into dialogue with God and offers us a way of life grounded in his word. Even in a culture that denies the need for this dialogue, there is a deep yearning in the human heart for just such a conversation with God. Our role in Catholic education to provide a frame of reference for a life that reflects the words of everlasting life.

Cardinal Wuerl, Catholic Education: Looking to the Future with Confidence. 2008.

All those who are part of school marketing are encouraged to take time to pray about and ponder the broader mission of the parish and the local Church, and why Catholic schools are so central to that mission. Specifically the following resources help provide such a depth of understanding and broader context. Sections from these resources should be used during each meeting of a marketing team:

Catholic Education: Looking to the Future with Confidence.
Pastoral Letter by Cardinal Wuerl, 2008. (found at www.adw.org)

Policies for Catholic Schools, 2009. (found at www.adw.org)

Disciples of the Lord: Sharing the Vision.
Pastoral Letter by Cardinal Wuerl, 2010. (found at www.adw.org)

National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools
(found at www.catholicschoolstandards.org)



See Tab 4 - for additional recommended reading and resources

CHAPTER 1

Enrollment Management and Marketing

Case Statement

The case for marketing Catholic elementary schools to improve student retention and recruitment is based on a simple fact: Without students, Catholic schools are out of business. Over the past ten years, enrollment in the Archdiocese of Washington Catholic elementary schools decreased by 18% (6,305 students). At the same time nationally, enrollment decreased 22%. Between the 2010 – 2011 school year, enrollment for the Archdiocese decreased by 1.9%. This statistic is misleading in that our elementary schools lost 809 students (4.8%) and our independent schools offset the loss by increasing their enrollment by approximately the same number. The bulk of the increase in enrollment is attributed to the certification of three new “independent” Catholic schools. The overall enrollment in elementary schools in the Archdiocese for the 2011 – 2012 school year is anticipated to decline.

Over the past ten years, enrollment in the Archdiocese of Washington Catholic schools decreased by 18%

“If we fail to change the current marketing and advancement strategy, then we have every reason to believe that the downward spiral will continue.”

Deacon Bert L’Homme
Superintendent of Schools

Implementation of an enrollment management plan and effective marketing at Catholic elementary schools is critical to the future of Catholic education in the Archdiocese of Washington.

Today, when a family makes a decision to send their pre-school aged child to attend an Archdiocesan Catholic elementary school and intends for that child to remain in a Catholic school through high school, they are potentially making a \$150,000 decision – that amount is based on a modest increase to the present average tuition costs for Archdiocesan elementary schools and Catholic high schools in the Archdiocese of Washington.

Enrollment Management

Enrollment management is a process of analyzing and defining enrollment goals and establishing procedures to reach and maintain these goals.

It provides a school with the tools to control the size of the student body and shape its identity and character. Optimal student enrollment at all Catholic schools helps ensure our mission to provide a Catholic education to as many students as possible, especially the poor and underserved. Your marketing plan will be derived by your school’s enrollment management plan.

Through various marketing tactics, the message must be clear and consistent

The Archdiocese of Washington has provided guidance and supporting materials for the development of an enrollment management plan at elementary schools. Highlights about the implementation of an enrollment management plan are enclosed as they relate to the development of an annual marketing plan. Additional information and resources are available to support the design of an enrollment management plan that is conducive to a school’s staffing and monetary resources.

▶ See Tab 2 - Enrollment Management Team Roles and Responsibilities

At this time, an enrollment management team should be active, or in formation, at every elementary school in the Archdiocese of Washington. Led by the principal or his/her designee, the enrollment management team should develop a written enrollment plan each year that details retention and recruitment goals, objectives, budget, assignments, deliverables, and deadlines.

The Enrollment Management Plan consists of the following sections:

- Mission Statement
 - Enrollment Management Team Organization Chart
 - Roles and Responsibilities for Team Members
 - Recruitment Goals
 - Retention Goals
 - Admissions Process
 - Budget
- The recruitment, retention and admissions sections should feature sub-sections that provide the details that become the content of the marketing plan. They include:

 - Strategic Goals
 - Key Personnel
 - Events
 - Promotional Materials
 - Calendar
 - Budget

The plan is the blueprint to be used by appropriate individuals to ensure that actions are taken in a timely and seamless manner. Each year, the plan should be reviewed for modification based on the effective or ineffective strategies that were implemented in the previous year.

The enrollment management process entails three phases: recruitment, admissions, and retention.

Recruitment is the first stage of contact with a prospective student and his or her family.

During this phase the prospective student is introduced to the school and how it will respond to his or her faith formation, academic and extracurricular interests. Interest, or lack thereof, is established in the recruitment phase. All aspects of the recruitment phase must be executed with an emphasis on Catholic identity, the highest level of professionalism and customer service. The recruitment phase may include: presentation of printed material, web site visits, attendance at an event(s), and school tours. Personal follow-up is crucial during this phase. Once the student and family establish contact with the school, the goal is to engage them with the school community. Shadow visits, phone calls from current parents, personal notes, and invitations to school events will strengthen the personal connection.

Admissions is the process of information exchange and relationship development.

During the admissions process the school and prospective student take the necessary steps to determine if there is a good fit between each party. This step is very important to the school's ability to retain the student. The process may include: courting and touring, testing, application and admission paperwork, interviews, acceptance, and formal enrollment.

Retention of students is an ongoing campaign.

Retention is the result of satisfaction with the mission and programs of the school. Reiteration of the school's mission and goals and how they are being achieved, as well as the individual student's accomplishments, are essential aspects of student retention.

Marketing

Definition: Marketing is the act of effectively communicating the benefits of a service or product and move people to action.

Strategic marketing is the cornerstone to increasing enrollment and thus sustaining Catholic schools in the future. The mission of Catholic schools is clear; however, to many parents and guardians, the choice to educate their child(ren) in a Catholic elementary school in the Archdiocese of Washington has become a consumer decision. Attracting and retaining students and their families depends on effectively communicating mission and the value of all aspects of a Catholic education and the benefits that are derived for the student.

**Attracting
and retaining
students
depends on
communicating
the value
of Catholic
education.**

Why should you market your school?

- Advances the mission of your school
- School becomes more visible
- Establishes a favorable image and shapes perceptions
- Increases enrollment and retention
- Mechanism to communicate progress
- Increases alumni/alumnae participation
- Stimulates a climate of giving
- Provides transparency and accountability

Marketing is the research, analysis, planning, implementation, and evaluation of carefully developed programs. Through various marketing tactics, the message must be clear and consistent: Catholic education is a superior educational choice. Benefits must be emphasized.

**Prayer +
Research +
Analysis +
Planning +
Implementation +
Evaluation =**

MARKETING

Marketing Plan

Each year, it is essential that every school develop a marketing plan as a companion to their annual operating budget.

The marketing plan states the student recruitment and retention goals for the year and the specific strategies and tactics that will be utilized to achieve them. The marketing plan will establish benchmark dates for enrollment goal achievement which will assist with planning in all areas of school operations.

Marketing plan strategies and tactics will fall into four categories:

Communications

- web site
- newsletters and e-letters
- brochures
- bulletin and pulpit announcements
- correspondence
- etc.

Public Relations

- press releases
- special events
- community service projects
- parish activities
- student and faculty recognition
- etc.

Events

- open houses
- principal coffee's/ desserts
- school assemblies and performances
- Masses and Feast Day Activities
- Catholic Schools Week
- etc.

Advertising

- display advertising in local newspapers
 - promotional flyers and posters
 - external and internal signage
 - wearable items- "spirit wear"
 - window stickers and decals
 - etc.
-

Don't forget to pray for the success of the school: form prayer teams, share intentions and plan great liturgies.

Developing the plan begins with prayer and talking to people – your Pastor, faculty, students, and parents. When you engage these important stakeholders you will develop an understanding of what current and prospective students and their families need to believe about your school in order to recognize, understand the value, prefer, and ultimately select your school.

To get to this point, the following must be done:

1. Identify your target audience in accord with the stated mission of Catholic schools (see tab 4).
2. Determine what your target audience is seeking and the tough questions they may ask.
3. Develop an extensive list of possible messages.
These messages are what the audience needs to know about Catholic education, your school, your value, and your brand.

Once these questions are answered, your marketing message will be developed into two tiers:

Tier 1: As a Catholic school, this is who we are; and,

Tier 2: This is something important that makes us who we are.

You may need an optional Tier 3 to differentiate yourself from other elementary schools: *This is what we do that is unique/different than others, and here is why.*

Target audience for elementary school recruitment and retention:

- Current students and their families
- Religious education students and their families
- The poor and underserved
- Parish families with school-aged children
- Families with school age children from feeder parishes without schools.
- Children enrolled in nearby daycare centers, pre-schools and enrichment programs

Parents who believe in the mission and are satisfied with their experience will spread the news.

Recruiting New Students

Your marketing efforts should be designed to attract students who will be a “good fit” for your school in light of the need for diversity and faith for the mission. These students will be best suited to grow, develop and achieve at your school. Strategies and action plans should be designed to identify potential students and their families, and to institute activities that will cause them to apply and enroll, if accepted.

Retaining Existing Students

Your efforts and interactions with families and students should focus on communicating how well your school is providing the environment, curriculum, tuition assistance, and extra-curricular programs parents and students are seeking. Additionally, efforts and interactions should emphasize the success of current students and those who have graduated from your school...the “it’s worth it!” factor.

“It costs more to recruit a student than to retain a student”



Please see Chapter 4 for additional information and the steps to developing your marketing plan.

A sample marketing plan and a list of additional marketing tactics are included in Tab 1.

CHAPTER 2

Knowing Your School – *Finding Your Niche* – Marketing Your Strengths

Catholic schools exist to form young people in the faith and provide a faith-based environment for their education. Out of the 2007 Convocation on Catholic Education that was conducted by the Archdiocese of Washington came the commitment to develop an overarching strategy for promoting Catholic schools and new policies to support this vision.

Four primary areas of attention, or “pillars,” of Catholic schools were identified:

1. Catholic Identity 2. Academic Excellence 3. Accessibility 4. Affordability

The four pillars are the basis and/or purpose of an effective marketing and enrollment management plan for Catholic schools in the Archdiocese of Washington. Catholic schools are committed to teaching values for a lifetime and are dedicated to helping students reach their highest potential. The many benefits of a Catholic education help students develop the foundation they need for success in life. Through enrollment management and marketing, the message of **Catholic identity** and **academic excellence** will be spread with a result of improving **accessibility** and **affordability**.

Cardinal Wuerl wrote in his 2008 Pastoral Letter on Catholic Education that *“it is by celebrating our strengths, identifying areas for improvement and working together that Catholic education will flourish for generations to come, bringing our students Christ’s Gospel and helping them grow in their encounter with the living Lord”*

Catholic school marketing is made easier because of existing brand recognition. Catholic schools are recognized for numerous attributes: faith formation, academic rigor, high standards and expectations of students, high levels of parental involvement, extra-curricular opportunities, dedicated and certified teachers, community orientation, safety, effective classroom discipline, and more.

From science and technology – schools that are Internet accessible, have computers in the classrooms, and offer white board instruction – to faith and values and CYO sports – the Catholic school experience gives students the foundation they need to succeed in life.

How you decide to market your school depends on its attributes and the interests of your target audience.

Over the past ten years, enrollment in the Archdiocese of Washington Catholic schools decreased by 18%

Understanding Your School's Marketable Assets

In order to effectively market your school, understanding your school's marketable assets is essential. It is especially important to recognize what is special and unique about your school.

To understand your school's marketable assets, make a list of each of the following:

- faith life and formation
- academic offerings and curriculum
- attributes of your faculty and administration
- extracurricular opportunities for students with details of the various programs
- special features of your facilities and unique amenities
- school's mission statement and philosophy
- notable awards and achievements of school, faculty and students
- relevant statistical data

**Self-assessments
and external
assessments
are equally
important**

Knowing Your Target Audience

Knowing what your school families are seeking in making a school choice is essential. Consider the following methods to help gauge, maintain and understand student and family interests:

Annual Surveys

Keeping a pulse on how your school is meeting the needs of students, prospective students and their families in a variety of categories is extremely important. Knowing what your current students and families are thinking is a good start. Self assessments and external assessments should be conducted regularly.

Following is a list of strategies that may be applied:

- Annual surveys of current families and parishioners
- Exit survey of graduate parents
- Survey of families who decline admission when offered
- Enrollment Management and Marketing School Assessment*
- Archdiocesan Mystery Parent Program*

** Chapter five provides sample surveys tools for your use and implementation.*

Follow Educational Trends

Equally important to following the market is being a trendsetter. Balancing the interests and desires of students and their families as determined by the survey tools with being current on educational trends in curriculum, instruction, and technology as provided by the Catholic Schools Office is important.

Shared Mission of Catholic Schools

All Catholic Schools have an integral unity in mission – the mission of the Church that comes from Jesus himself – to teach the faith and evangelize. This happens in the context of formation and education of the whole person in every aspect of life – spiritual, academic, moral, social and physical. While each school is responsible for developing its own marketing plan and strategy, it is important that each plan is created in the context of a larger mission and the integral relationship among schools that are Catholic – their ecclesial communion. This context, our identity as Catholic, is clearly defined in the first section of the 2009 Policies for Catholic Schools.

Archdiocesan Catholic elementary schools are a mission of a parish or a group of parishes. This primary relationship between school and parish (or parishes) presents a myriad of opportunities for marketing as well as a necessary link to the sacramental life of the Church which is so integral to the formation of young people. Parishes, and therefore their schools, have by definition a geographical context. While a school is not restricted by certain boundaries it is important that individual school marketing respect communion among Catholic schools and value the common elements of our mission together. It is not appropriate for one Catholic school to actively seek to “take” students from another Catholic school and wherever possible Catholic schools in a particular area should communicate and collaborate in their marketing efforts.

Catholic schools in a particular area should communicate and collaborate.

School leaders should also acknowledge that in addition to Catholic schools many families choose to educate their children in a home school environment or with the assistance of parish religious education programs. All Catholic families have a right to know about Catholic education options, especially excellent Catholic schools.

Maintaining a working knowledge of the schools which are located near your school and those which may be considered by your target audience is important in developing your marketing plan. Parents have options: public, private, charter, home school, independent Catholic, and other parish Catholic schools. Depending on your location, your school may have one or all of these types of schools located near your school. Knowing about these schools and what they offer is helpful to being able to distinguish what makes your school unique. You should follow your competitors to make sure that your school is on par and/or above what they offer.

Which Schools Could Be Your Competition?

Charter Schools

Charter schools receive public money to operate but are not subject to some of the

rules, regulations, and statutes that apply to other public schools in exchange for some type of accountability for producing certain results which are set forth in each school's charter. Charter schools are opened and attended by choice and are not allowed to charge tuition. Many charter schools market to recruit and retain students.

Home Schools

For parents and guardians who want to take an active role as educator of their child in their home, home schooling is an option. Home schooling is the choice for parents who believe they are providing a cost-effective and quality educational alternative.

Private Schools

A large number of private schools are located in the Archdiocese of Washington with the highest concentration being found in Washington, DC and Montgomery County. Private schools located in the Archdiocese may or may not be affiliated with a religion.

Public Schools

Some public school districts in jurisdictions within the Archdiocese of Washington have good reputations and impressive records for student achievement. Due to the financial constraints of some families who might otherwise prefer a Catholic school, a public school may become a desirable alternative.

A New Choice

Finally, due to the economic climate and tuition costs, a new school choice pattern is evolving. We are finding that, for economic reasons, certain families who prefer a Catholic education for their children may be making the decision to delay enrolling in Catholic schools until middle school, or as late as high school. In these instances, an aggressive marketing campaign promoting Catholic education as an investment is recommended. Promotion of tuition assistance that is available to the family from the parish and the Archdiocesan Tuition Assistance Fund should be provided. Statistics must be provided to support the need of a Catholic education in the primary years (this applies to ALL Catholic schools) and the success of your particular institution in regard to these years. Obvious statistics would include:

- Advancement in particular subjects
- Qualifications of teachers and their dedication to the mission
- Percentage of 8th grade students accepted to their chosen high school
- Matriculation rates to Catholic high schools
- Scholarship monies awarded to students

You may go so far as to track your graduates and show their success in 9th grade and beyond.

Bottom line, you must make families aware that forming their children in Catholic school in the primary years is an investment for high school and beyond.

Statistics must be provided and used to support the need of a Catholic education in the primary years

CHAPTER 3

Recruitment and Retention of Students is Everyone's Responsibility

Marketing in a Catholic school environment can be tricky because it is not always apparent who “owns” the tasks. Part of the challenge is the underlying reality that everyone related to the school is in a sense part of marketing. Marketing occurs with each contact, or “touch”, with a parent and student that creates a perception. Everything that touches a family member is marketing; conversely, marketing strongly influences everything that a family member thinks about your school.

Excellent “customer” service is integral to marketing success. Our customers are students and their parents. Jesus said, *“Let the little children come to me...”* Families are attracted to Catholic education when its values are aligned with His message, and service is at the root of all that is done.

Successful recruitment and retention of students is best achieved with an institution-wide understanding and commitment to the school’s mission, the concept of marketing, and the value of service.

Families are attracted to Catholic education when its values are aligned with His message.

Building Marketing and Service Awareness

The most successful Catholic schools today are those which:

- Teach and reflect the faith.
- Have carefully reviewed their mission and translated it into specific academic, co-curricular, and service programs that are designed to meet the needs of their target audience.
- Value marketing their school and involve the entire faculty and support staff in the process.
- Value service and understand the relationship between satisfied “customers” and successful student retention and recruitment.

Creating awareness of the importance of marketing and service among faculty and support staff is a process. High expectations must be established and maintained. To facilitate this, formal in-services should be scheduled to address the role of the professional Catholic educator and support staff in marketing the

Goals and expectations should be specific and, where possible, measurable.

school for reputation, enrollment and student retention. These in-services should be periodically repeated throughout the year and expanded so that all faculty and staff share this marketing and service orientation.

Each year, as part of developing goals and objectives for faculty and support staff, principals should include goals that align with the achievement of the overarching enrollment goals. The goals and expectations should be specific and, where possible, measurable.

Faculty and support staff should also be encouraged to identify ways in which they can enhance the image of the school through new programs and activities. These ideas should be collected and integrated into the school's annual enrollment management and marketing plans for student recruitment and retention.

Many students are recruited and retained through "word of mouth" marketing from your current students and their parents. Word of mouth messaging is an individual's statements about their direct experience. The most important resources in the "word of mouth" campaign are happy students and parents. Parents who believe in the school's mission and are satisfied with their experience will spread the news. Conversely, one disgruntled parent can easily spread dissatisfaction and influence perceptions.

Who supports student recruitment and retention?

- **Pastor and Clergy**
- **Principal**
- **Faculty**
- **Support Staff**

The Pastor and Clergy

As the leader of the parish and school community, the Pastor sets the tone for the parish and school. The spiritual formation of the youth in a parish establishes its future. Pastors can support the promotion of Catholic education in several ways, for instance:

- Maintaining the vision of school as a ministry of the parish, and part of the Archdiocese.
- Utilize the *Indicators of Vitality* self-assessment to ensure healthy relationship between parish and school, and to engage the parish in the life of the school.
- Attending school functions and getting to know both school and parish families
- Including information about the school in the information packets given to new families who register in the parish.
- Giving parents information about the parish school when children are baptized. (It's never too early to start!)

- Recognizing the achievements of school children in the parish bulletin.
- Speaking positively about the parish school, faculty and staff.
- Being the #1 advocate for the needs of the school in the context of the larger parish mission.
- Providing parishioners with an annual State of the School-like address during Mass during Catholic Schools Week. The “State of the School” should be uplifting, promote the accomplishments of the school and its students, and promote the value of Catholic education and the belief that sustaining Catholic education is “everyone’s responsibility”.

The Principal

The Principal is the public face of the school. As the academic head and chief executive of the school, the Principal is responsible for overseeing the implementation of the mission statement into reality. The Principal guides the process of defining the school’s strengths and differentiating it from other schools in the area.

The Principal establishes the framework for the enrollment management and marketing plan for the school. Principals should actively embrace their role as school leader and utilize their sphere of influence with faculty, parents, students, and prospective students.

- Principals can engage with parents in dialogue through monthly “Coffee or Dessert with the Principal” programs to hear first-hand from parents about their experience and provide insights to them about their child’s education.
- Principal Tours are an alternative to open houses; offer tours at a set time on set days. (10 am on the second Tuesday, for example.) Principal Tours can be advertised through the parish bulletin, family newsletters, etc. Well prepared 8th grade students can serve as guides to assist the Principal (during their study hall).
- “Tooting one’s own horn” is difficult for many. However, you should not “hide the light under a bushel”. Principals can let local newspapers know about special events occurring at their school (a Renaissance Fair, the geography bee, “Pennies for Patients” drive, etc.). Good things are happening at Catholic schools. Spread the word! When a Principal (or Marketing Coordinator) establishes a relationship with a local newspaper through buying advertising, request public relations support as well to maximize the budget.
- A single Open House during Catholic Schools Week is not sufficient. Consider additional Open Houses during the fall or spring based upon your location and strategic objectives.
- Invite local preschool or daycare center directors and ask them to share information with their families (see Tab 1 - Strategic Partner Program).

- The School can send birthday cards each year to the babies baptized in the parish as outreach within the community; ask the art teacher or classroom teachers to make it a class project once a year. If a card is sent each year, by the time the family is looking at kindergarten there have been four contacts made. Getting a birthday card from the parish school links the child with school community.
- Recognizing the positive efforts of faculty and staff on a regular basis helps maintain high morale and positively enhances performance. A handwritten note thanking a teacher for excellent lesson planning or a staff member for staying late to get the report cards completed make clear how much the effort is valued. Be a role model for positive influence.

The Faculty

**Teachers should
remember
Catholic
education is a
voluntary choice:
parents are
"customers"**

Faculty members are crucial in creating positive relationships with families. Parents are seeking safe environments and strong academics, as well as faith/character development when investigating schools. Teachers provide the day-to-day experiences for students which in turn the students share with their parents.

If teachers are:

- teaching as Jesus taught and imitating Him,
- creating exciting lesson plans,
- challenging students to excel,
- maintaining a positive classroom atmosphere,
- welcoming and supporting individual students,
- fostering age-appropriate faith development,

then parents will be assured their choice for Catholic education was the right one!

Teachers should remember Catholic education is a voluntary choice: parents are "customers" and choose to invest in their children's education above and beyond the available free public school. As customers, parents anticipate a high level of professionalism of Catholic school educators.

Teachers' actions, statements, and attitudes must convey:

1. The teacher is qualified.
2. The teacher is communicative.
3. The teacher is caring.

For example, in the classroom the teacher can silently establish a statement of professionalism by displaying framed diplomas and certificates. (Think about the last time you visited your doctor – it is reassuring to see the professional credentials.) Teachers work hard to earn their degrees and certifications as professionals – they should be encouraged to call attention to the preparation for their chosen career.

Appearance makes a statement about professionalism; think the “halo” effect. A kindergarten teacher would not (and should not!) wear business suits on a daily basis, but a neat, attractive appearance tells students and parents the teacher views her/his job as important. The effort elevates the relationships with parents – the teacher is a professional in whom the parent can place confidence.

Parents want to receive communication from teachers about their child. A positive note or email about a great day or kind act when the child shines will build the relationship with the parents and hopefully ease communication when/if the teacher must voice less positive concerns.

Caring goes hand in hand with communication. Returning calls and emails or responding to notes sent by parents in a timely fashion is essential. The golden rule applies here: *“Do unto others as you would have done unto you.”* To keep a positive relationship, keep good customer relations in mind.

Caring goes hand in hand with communication.

Parents have entrusted the school with their cherished children, paid tuition and are awaiting outcomes. A substantive report card note (*“Johnny continues to grow in his appreciation of literature; his essay on The Call of the Wild shows understanding of character development.”* NOT a generic *“Good job!”*) reinforces to the parents how the school appreciates and values individual children.

An “elevator speech”, given in approximately 30 seconds, about the mission of the school is something every teacher should know. “What makes your school unique and special.” It affirms the value of Catholic education to which teachers dedicate their lives. The Principal should be able to model the speech for the faculty and staff.

The grocery store, the soccer field, and the restaurant or mall are not the workplace, but Catholic teachers are seen as representing their schools no matter the location. Teachers should be circumspect.

The Administrative Support Staff

The support staff often interacts with parents before the Principal or teachers. The “phone call” asking for information, the “drop by the office” to pick up some literature – the tone set by the front office staff when a prospective parent visits is critical. Again, keep in mind that, parents are customers and “investors”. Most importantly, parents are collaborators with our schools in the education of their children. Would you go back to a store if the employees were unknowledgeable, unfriendly, or rude? Professional support staff offering information and courteous reception enhances the customer service experience for current and prospective parents.

CHAPTER 4

Your Marketing Plan

Each year, as part of the annual budget development and approval process, school leaders should develop their marketing plan for implementation during the applicable school year. Schools that are underenrolled will be required to submit their annual enrollment management and marketing plan to the Catholic schools office for additional advice and support. Developing the marketing plan should begin with prayer and be designed to roll out each year on the first day of school in September and conclude with Graduation and the closing Mass each year in June.

The budget and marketing plan that is developed in March 2012, will be implemented in July 2012 to yield results for the 2013-'14 school year.



Marketing Action Plan

1. Determine Goals and Objectives
2. Develop Your Marketing Calendar
3. Establish Benchmarks for Goal Achievement
4. Monitor Your Progress
5. Mid-course refinement as needed
6. Calculate Your Results
7. Celebrate Your Success

Determine Goals and Objectives

Primary Goals

Recruit and retain students – achieve enrollment targets.

Secondary Goals

Secondary goals of the marketing plan may also be determined. Secondary goals should be relevant to the mission and the fiscal and academic objectives of your school.

Secondary goals may include:

- Increase visibility of your school
- Achieve fundraising results

- Increase the number of online registrations for events and programs
- Achieve attendance goals at school events
- Improve alumnae relations
- Promote accomplishments of your schools and its students
- Increase volunteer participation rate from parents
- Successful implementation of a new program

The goals that you develop for your school enrollment must be specific, measurable, and realistic.

As part of developing your marketing plan, quantifiable goals and benchmark dates for their achievement are essential. For example:

Goal:	Benchmark Dates
• We want to retain 90% of our existing students	Feb 15
• We want to attract 60 new Pre-K students	Feb 28
• We want to increase our overall enrollment by 6%	April 1
• We want to increase our friends on Facebook by 40%	June 30
• We want to host a <i>Coffee with the Principal</i> each month	Varies
for a specific grade and have an attendance rate of 60% from the grade	

The goals that you develop for your school enrollment must be specific and measurable. You will come back to these goals periodically during the implementation phase to make determinations of your marketing plan’s effectiveness. It may be determined that your plan is working well and achieving the benchmarks that have been set. Conversely, you may determine that your plan needs adjustment in order to achieve the desired outcome.

Developing Your Marketing Plan

Based on the goals that were developed in Step 1, developing a marketing plan that ties into the school and Liturgical calendars is the next step.

Marketing is to be a part of the school’s routine operations. There will be tasks that occur daily, weekly, monthly, quarterly and annually. As you customize the Marketing Plan for your school, select tactics that support achievement of the desired outcomes.

- ▶ Please see Tab 1– A sample marketing plan has been provided. The sample marketing plan is a basic plan which can be enhanced by incorporating additionally marketing tactics to achieve particular objectives.

Implementing Your Marketing Plan

School marketing for enrollment is an 18 month cycle from plan development through plan implementation. Marketing to impact enrollment for SY 12-13 began on the first day of school in SY 11-12.

As part of the implementation, it is essential that all marketing and promotional materials are consistent in design (look/feel), colors, fonts, illustrations, and photographs. Ensure that all materials created to support the marketing plan exhibit the school's Catholic identity and feature the school logo. To the extent correspondence to a student and family can be personalized, it should. When possible, student recruitment and admissions correspondence should be hand addressed.

It is essential that all marketing and promotional materials are consistent in design.

Collateral Materials

All materials should reflect your schools Catholic identity, be professional, promotional, and informative. Whenever possible and relevant, include statistical information that provides evidence of statements to help make your case, i.e.: high school placement success, scholarship dollars received by graduates, advance placement and honors placement for graduates, number of vocations, teacher certification and advanced degrees, etc. Compelling statistics are ... compelling.

Testimonials

A written form of *word-of-mouth* marketing should be integrated into your marketing materials. They are an important aspect of Catholic school marketing because parents tend to trust the experiences of others. They will also help you continue to shape perceptions. Share the experiences of your students and their families through testimonials which can be placed on your brochures, web site and promoted from the pulpit. Testimonials from faculty are also meaningful to current and prospective parents.

Prospective Student Data Collection

During the course of marketing plan implementation, information about prospective students and their families will be received. It is important to have the proper administrative alignment to ensure that all relevant information about a student is properly collected and documented so that it is easily accessible for future use.

Prospective Student Sources

- Student enrolled in parish religious education program
- Students who contact the school for information or attend recruitment events
- Students identified through Refer a Friend Campaign*
- Students verified through Strategic Partner Program*



See Tab 1 for details

Your Website – A Gateway to Your School

As you are developing your marketing plan, it is highly recommended that you spend more time and resources on web site development and maintaining visibility via social networks. Younger parents almost exclusively use new social media, e.g. Facebook, LinkedIn and Twitter. This will have a significant impact on your marketing plan.

- ▶ Please see Tab 4 - Best Practices Found on the Web for examples of effective uses of a school websites for student recruitment and retention.

Successful implementation your marketing plan will depend on having a person assigned to carry out the various duties. If your school has an established position that serves this function great. If your school has the resources to implement a new position, do so. If your school is not in a position to invest in such a position, your enrollment management team may offer the necessary support to fulfill the marketing function. However, if the resources do not exist in the enrollment management team, it is essential to have a designee serving in this capacity

- ▶ Please see Tab 2- sample Marketing Coordinator Job Description

For those concerned about investing monetary resources in a marketing position, the position should be designed to be revenue neutral; he she will be tasked with generating revenue in excess of the costs associated with his/her employment. This staff member will also be capable of supporting other marketing, advancement, and fundraising objectives of the school.

School Marketing Plan WORKSHEETS

The School Marketing Plan worksheets are designed to be completed by a marketing committee. The marketing committee should be a sub-committee of the Enrollment Management Team. This worksheet can be expanded depending on the number of goals and strategies that are identified.

Mission Statement of the Catholic Schools of the Archdiocese of Washington

... our Catholic schools are rooted in Gospel values and the teaching mission of the Catholic Church, are learning communities of faith and service dedicated to educational equity and excellence for all students.

Step 1 Mission Statement

A clear mission statement for your school that ties into the parish mission helps focus the school's marketing efforts.

The mission statement is the starting point from which the marketing plan flows. It is important to evaluate your mission statement annually in light of changing environmental conditions. This helps to keep your committee focused and will help in developing your goals, strategies and tactics while remaining consistent with your school's mission. While reviewing a school's mission statement it is important to refer to the broader vision of the nature of a Catholic school and its mission. Much has been written about what Catholic schools are and how they are different from other schools. Resources to assist in this review are in Tab 4. Such resources can also be useful for pray and reflection on the part of the marketing team during their meetings and work together.

Questions for Guidance

- What does the Church call us to be?
- Who are we?
- Who do we serve and how do we serve them?
- What parishes do we serve (if applicable)?
- What are the limits of what we do?
- Does everyone have a shared understanding of our mission?

The mission and vision of _____ School is:

Step 2 Situation Analysis

Carefully examine your current marketing program.

As you are formalizing your marketing program, it may be helpful to examine your school’s internal and external environment to understand where you are today and how you arrived at this point in time. *If you have recently completed a SWOT analysis (see below), you may skip this step.*

Questions for Guidance

- What are the past experiences relative to your school’s financial, human and capital resources?
- What are the economic and demographic trends in your neighborhood?
- Have you conducted a SWOT analysis (Strengths/Weaknesses/Opportunities/Threats) with your stakeholders?
- What marketing opportunities can be identified from your SWOT Analysis?
- What are the plans / aspirations of your parish?

Strengths
Weaknesses
Opportunities
Threats

Step 3 Market Research

Surveys and discussion groups with school and prospective parents, religious education parents and others are the best ways to understand your market for the purposes of developing a marketing plan.

Self-evaluations are also helpful in answering questions that can help your marketing committee understand your school's market. Categories for self-evaluation include: Catholic identity, academic excellence, school vitality, values/character building, religious education and training, convenience, physical plant, safety, physical education, faculty, staff, extracurricular activities, sense of community and cost.

Questions for Guidance

- Why did current school parents choose our school?
- Why do some parents choose other schools?
- What does the community think of our school?
- What are public school officials saying about our school? Who is our competition?

What is our school's image/position in the community?

Image Statement

Is it a Strength or Weakness?

Identified opportunity to market or improve.

Image Statement

Is it a Strength or Weakness?

Identified opportunity to market or improve.

Image Statement

Is it a Strength or Weakness?

Identified opportunity to market or improve.

Image Statement

Is it a Strength or Weakness?

Identified opportunity to market or improve.

Step 4 Identify Target Segments

The goal here is to match your school’s strengths with prospective parents who would be most likely influenced or attracted by those strengths. Describe your target group in detail. Where do they live? What are their lifestyles? What are their needs?

Questions for Guidance

- What types of parents are most likely to choose your school?
- How do we ensure diversity?
- What types of parents might choose your school if we make them aware of your strengths?
- What financial resources (tuition assistance) exist to answer price questions?

<p>Market Segment Group: _____</p> <p>Why this group?</p>
<p>Market Segment Group: _____</p> <p>Why this group?</p>
<p>Market Segment Group: _____</p> <p>Why this group?</p>
<p>Market Segment Group: _____</p> <p>Why this group?</p>

Step 5 Marketing Goal/s

Determine your primary goals related to recruitment and retention of students.

Goals can also be expanded to include fundraisers and special events. Brainstorm for ways to develop the right messages. Talk about how you are going to communicate these messages to your intended audience (existing and prospective parents).

Questions for Guidance

- What is our school's most important or critical issue?
- What do we need to do to address this issue?
- How do we achieve our goal/s?
- What resources do we already have to achieve the goal/s?
- What additional resources do we need to succeed?
- Do these goals directly support the school mission?

Critical Issues

Key Messages

Resources

GOAL/S

Step 6 Marketing Strategies

When writing your marketing plan, it is important to get the basics right.

Strategies provide the direction to accomplish your goal. First and foremost, the goal must be communicated and supported. All members of the school community, (parents, principal, pastor, faculty, staff, etc.), need to understand the message, including the timeframe, and their expected participation or support in accomplishing the goal. All members of the marketing committee need to understand their role in disseminating the message and why the marketing efforts are being conducted.

Questions for Guidance

- How are we going to accomplish our goal/s?
- What actions will we take?
- What is the timetable?
- What are the targets and how will we measure the results?

Goal #1: Strategy A: Strategy B: Strategy C:
Goal #2: Strategy A: Strategy B: Strategy C:
Goal #3: Strategy A: Strategy B: Strategy C:

Step 7 Marketing Strategies

You execute your strategies by accomplishing your tactics.

There are no limits on the number of tactics necessary for accomplishing the strategy. Make sure that each tactic supports a specific strategy. Be clear about who is doing what, make sure your deadlines are realistic, and track progress carefully including budgets. As progress is tracked, do not allow a negative trend to persist, take action as soon as it is recognized.

Questions for Guidance

- How are we going to accomplish our goal/s?
- What actions will we take? What is the timetable?
- What are the targets and how will we measure the results?

Goal #1:

Strategy A:

Tactic

Person Responsible

Cost/Funding Source

Timeline/Deadline

Effectiveness

Goal #1:

Strategy B:

Tactic

Person Responsible

Cost/Funding Source

Timeline/Deadline

Effectiveness



This section should be expanded to accommodate all goals and strategies identified by the marketing committee.

Step 8: Evaluation

Your basic goals are unlikely to change dramatically from year to year, but your strategies and tactics should be evaluated quarterly.

Your marketing plan should be flexible enough so that weaknesses can be identified and strengthened, or if new opportunities present themselves your plan can be adapted to meet new market needs.

Questions for Guidance

- Did we achieve our goal/s?
- Which strategies should we continue?
- Did we accomplish our tactics?
- What have we learned?
- What are the new targets created from this evaluation?

Goal
Strategy
Tactic
Results
Next Steps

Goal
Strategy
Tactic
Results
Next Steps

Step 9: Celebrate Success

At pivotal times, celebrating success is extremely important, validating and motivating.

Examples may include celebrating the development of the annual enrollment management and marketing plan with a kick-off event. Celebrate when benchmark goals have been achieved and definitely at the conclusion of "open enrollment" if enrollment targets are achieved. Celebration motivates for future success and demonstrates appreciation for those who contributed. Celebrations may take many forms such as a Mass or a special event.

Celebration of efforts and successes also involves giving thanks to God for the blessings of the school and its growth. Such celebration should take place in the broader context of prayer, or liturgical celebration, and should always include the parish community and be planned in collaboration with the pastor.

Opportunities for celebration of marketing successes can also be found during the annual report of the school to the broader parish community, such as during the parish fall financial report and any other planned parish communication efforts.

Enrollment Management and Marketing Annual Review

The enclosed survey tool is designed for use by every school each year to evaluate and determine whether the foundation exists to support marketing efforts. The survey will be released to schools each year in February. The findings are for use at the school level in developing and implementing the enrollment management and marketing plan.

Archdiocese of Washington

Elementary School

Enrollment Management and Marketing School Assessment

1.	The school has a clear statement of philosophy that includes the following points;			
	a. Faith is foundational to every aspect of school life.	Y	N	NI
	b. The school teaches a well-defined program of religion and proclaims Gospel values.	Y	N	NI
	c. The school encourages parent participation as part of the faith community.	Y	N	NI
	d. The school provides worship opportunities, i.e.: Liturgies, Mass services and retreats.	Y	N	NI
2.	The school has a clear and contemporary statement of mission that proclaims its Catholic identity, describes what the school does, whom it serves and how.	Y	N	NI
	a. The mission statement is both positioning and differentiating for the school.	Y	N	NI
	b. The mission statement addresses particular characteristics of the school that help to make it unique.	Y	N	NI
	c. Parents are knowledgeable of the mission statement	Y	N	NI
3.	The school has a compelling statement of vision for the future that is regularly promulgated and proclaimed.	Y	N	NI
	a. The vision is clear, contemporary and compelling.	Y	N	NI
	b. Administrators frequently speak of both mission and vision.	Y	N	NI
4.	The school administration meets personally with parents to survey parental expectations and monitors student outcomes.	Y	N	NI
5.	An enrollment management plan has been prepared addressing issues of student recruitment, admission and student retention.	Y	N	NI
6.	An annual enrollment management report has been submitted to the Catholic Schools Office.			

7.	A marketing plan has been developed and implemented, to include:			
	a. Goals and objectives for student recruitment and retention.	Y	N	NI
	b. Materials that are professional and consistently display the school name, logo and colors.	Y	N	NI
	c. Regular in-service training provided for faculty and support staff regarding their role in supporting marketing for student recruitment and retention.	Y	N	NI
	d. Regular in-service training provided for faculty and support staff to promote customer service awareness.	Y	N	NI
8.	Clear strategies to enhance student retention are implemented each year.	Y	N	NI
9.	A student recruitment plan that actively involves current parents, students and teachers is in place and implemented with "satisfied" parents and students as your best ambassadors.	Y	N	NI
10.	Administrators survey parents and students annually to assess, address, and enhance their overall satisfaction with school programs.	Y	N	NI
11.	The academic curriculum by grade and subject is available to parents.	Y	N	NI
12.	There is a detailed plan for integrating up to date technology with the teaching/ learning process exists.	Y	N	NI
13.	The school budget has been created to include expenses that support student recruitment and retention.	Y	N	NI
14.	The Archdiocesan Tuition Assistance Program is promoted to parents via school web site, brochures and other promotional materials.	Y	N	NI
15.	The school's website is well designed and updated on a regular, frequent and consistent basis.	Y	N	NI
16.	The school regularly publishes e-newsletters for parents.	Y	N	NI
17.	The school provides weekly school updates and photos for placement in the parish bulletin.	Y	N	NI
18.	The school publishes and utilizes a profile of the graduate at graduation.	Y	N	NI
19.	The school coordinates receptions to celebrate receiving of Sacraments and graduation.	Y	N	NI

Mystery Parent Program

Mystery Parent Program is designed to provide a school with feedback about their recruitment and admissions process. Ten schools will be mystery shopped each year between January 1 and February 15. The same mystery parent will visit each school to allow for consistency. Each school will be rated based on the elements of review using a five point scale – a 5 is the highest score that can be achieved per element. Findings of the visit will be shared with the school's principal at the conclusion of the school year. Anonymous anecdotal findings may be publicized.

Archdiocese of Washington Catholic School Visit Mystery Parent Program

- | | | | | | |
|---|---|---|--|---|--|
| ① | ② | ③ | ④ | ⑤ | School web site is up to date and provided information about admissions |
| ① | ② | ③ | ④ | ⑤ | Information about the school was included in the parish bulletin |
| ① | ② | ③ | ④ | ⑤ | The initial call for information was responded to promptly and courteously |
| ① | ② | ③ | ④ | ⑤ | Information that was requested was received within 5 business days |
| ① | ② | ③ | ④ | ⑤ | Information package was informative and professional |
| ① | ② | ③ | ④ | ⑤ | When I arrived for the school tour, I knew I was expected |
| ① | ② | ③ | ④ | ⑤ | When I entered the main office/school, I was greeted warmly |
| ① | ② | ③ | ④ | ⑤ | I completed a prospective student form that provided personal information |
| ① | ② | ③ | ④ | ⑤ | The school entry area was neat and welcoming |
| ① | ② | ③ | ④ | ⑤ | External signage was visible and had curb appeal |
| ① | ② | ③ | ④ | ⑤ | My school tour was well organized |
| ① | ② | ③ | ④ | ⑤ | I met faculty and students who were helpful |
| ① | ② | ③ | ④ | ⑤ | I personally met the principal |
| ① | ② | ③ | ④ | ⑤ | My email inquiry was responded to in a timely manner |
| ① | ② | ③ | ④ | ⑤ | I received a follow-up letter or note from the principal following my tour |
| | Y | N | 15 pt. bonus: the note included something personal about my student and was hand addressed | | |
| | Y | N | 10 pt. bonus: I received a prayer card | | |

TOTAL SCORE

TAB 1



Sample Annual Marketing Plan

The enclosed sample marketing plan supports student retention and recruitment. The weekly, monthly and annual activities should be adapted to your marketing plan according to the recommended frequency.



Weekly- Activities that should occur on a weekly basis or as needed.

- Electronic weekly school update from principal
- School update and photos in parish bulletin – one page of content for school
- Updates to teacher homepage
- School Mass
- Strategically located promotional signage (exterior and interior)
- Recruitment visits and school tours
- Respond to prospective student inquiries
- Develop and maintain Prospective Student List
- Marketing team prayer



Monthly- Activities that should occur on a monthly basis.

- Coffee (*a.m.*) or Dessert (*p.m.*) with the principal (*one grade level each month*)
- Students (SGA) participate in planning a Sunday Mass and host coffee/donuts
- Press Release on school community service to local and web site
- Open house for segment of Prospective Student List
- Parish events and Liturgical year activities



Quarterly- Activities that should occur quarterly at a relevant time.

- Report cards with promotional enclosures
- Promotion and recognition of seasonal CYO sports teams
- Direct marketing to parents and religious education students
- Honors Assembly – student with academic honors recognition



Annual- Activities that should occur annually at a relevant time.

- Schools performances
- Easter Week
- Celebration of Confirmation
- Grandparents Day activities
- Mother's Day activities
- School fair or similar activities
- Graduation
- Closing school activities
- Feast Day celebration
- Survey religious education parents in December
- Survey parents who decline admission in March
- Survey parents of graduates in June



Recurring- Activities that may repeat at irregular intervals.

Additional Marketing Tasks – Annual Calendar

W WEEKLY **M** MONTHLY **Q** QUARTERLY **A** ANNUALLY **R** RECURRING

JULY/AUGUST

- A** • Update Admissions Packet content, to include:
 - Brochure
 - Folders
 - Stationary Package:
 - Letterhead, Envelope, Business cards, Mailing labels, E-Stationary
 - Email signatures
- Develop/update e-newsletter template
- Review and confirm protocols for prospective student telephone inquiry and tours
- R** • Update web site with content to include (but not limited to) sections for
 - Current students/families
 - Prospective students/families
- Improve Exterior Curb Appeal – groom exterior grounds, gateways and common areas.
- External Signage – ensure promotional and directional signage is installed at key locations
- Submit Strategic Partner Program* letters
- Confirm Strategic Partner Program participants

SEPTEMBER

W

- A** • Back to School Night
- Opening Mass
- Catechetical Sunday

OCTOBER

W M

- A** • Complete materials for Refer a Friend campaign
- R** • Follow Up on Strategic Partner Program deliverables

NOVEMBER

W M Q

- A** • Implement Refer-A-Friend Campaign
- Complete Catholic Schools Week plan
- Create promotional materials and display advertisement for open enrollment
- R** • Personalized letter from a current parent to Prospective Student List

DECEMBER

M W

- A** • Christmas Program
 - Complete Refer-A-Friend campaign – award prizes
- Christmas card designed by current students to Prospective Student List
 - could also be an opportunity for a school contest/fundraiser (if so, roll out the plan early November)

JANUARY**W M Q**

- A**
 - Bulletin Announcement and Pulpit Announcement promoting Catholic Schools Week Mass and Open Houses – one per week w/ special invitation to families on Prospective Student List
 - 1st week - pre-school
 - 2nd week - lower elementary
 - 3rd week - middle school
 - 4th week - all school on a Sunday after Mass (see Catholic Schools Week Mass)
 - Catholic Schools Week Activities – January 29 – February 5, 2012
 - Sunday Mass involving students wearing school uniforms
 - Pastor's State of the School – during Mass
 - Colored postcard promoting Catholic Schools Week Mass and Open House to prospective students
 - Personal telephone call to invite families to the Catholic Schools Week Mass and Open House
 - Place open enrollment display advertisement in local newspaper
 - Promote re-enrollment
 - Distribute re-registration materials – specify re-registration deadline
 - Epiphany Food Drive
- R**
 - Distribute and post open enrollment promotional materials to Strategic Partners.
 - Promote re-registration deadline via e-newsletter and Principal's Update

**Catholic
Schools Week
January 29 –
February 5, 2012
is a great
opportunity to
market your
school**

FEBRUARY**M W**

- A**
 - Place open enrollment display advertisement in local newspaper
 - Install Open Enrollment interior and exterior signage
- R**
 - Update web site with content to include (but not limited to) sections for
 - Current students/families
 - Prospective students/families
 - Improve Exterior Curb Appeal – groom exterior grounds, gateways and common areas.
 - External Signage – ensure promotional and directional signage is installed at key locations
 - Letter to Prospective Student List – details about open enrollment and registration
 - Address issues of affordability in parish bulletin and other marketing materials

MARCH**M W Q**

- A**
 - Send applicant acceptance notifications and confirmation
 - Holy Week activities program
 - First Holy Communion acknowledgments
 - Lenten Food Drive

APRIL**M W**

- R**
 - Sacrament of Confirmation acknowledgments

MAY**M W****JUNE**

- A**
 - Graduation acknowledgements
 - Honors acknowledgment mailed to appropriate students
 - Thank you acknowledgement to volunteers
- R**
 - Update web site with content to include (but not limited to) sections for
 - Current students/families
 - Prospective students/families
 - Improve Exterior Curb Appeal – groom exterior grounds, gateways and common areas.
 - External Signage – ensure promotional and directional signage is installed at key locations



Additional Marketing Tactics

Refer-A-Friend Campaign

Objective: Expand Prospective Student List

Strategy: Refer a Friend Campaign

Description:

The *Refer-A-Friend* campaign allows faculty, students and parents to get involved with shaping the enrollment of your school by providing contact information for students they consider to be candidates for enrollment.

Timeframe:

Month of November

Culminating with prizes and awards to be given before Christmas Break

Marketing Materials:

Flyer

Refer a Friend – Prospective Student Form

Marketing Strategy:

Promotion in school newsletters

Daily Announcements

Announcements at parent meetings and HSA events

Email to parents

Promotional information and forms sent home with students

Refer a Friend materials in school lobby and front desk

Instructions:

Each *Refer a Friend* prospective student form must be completed and signed by an adult. The adult is asked to obtain permission from the parent of the prospective student to submit the information prior to submission. Signature on the form attests that verbal consent was confirmed.

Prizes/Awards:

Each recommender is entered into a drawing for a grand prize. A prospective student may only be recommended once. The school may determine whether there is a limit to the number of recommendations that may be submitted by one person and any other ground rules. The school may determine what type of prize and how many will be given. It is recommended that the prize give away occur before Christmas. All who submit a name should be acknowledged.

Refer a Friend Recommendation Form

REFER A FRIEND	
PLEASE PRINT	
Prospective Student Name _____	
Current Grade _____	Current School _____
Mailing Address _____	
Telephone Number _____	
Email Address _____	
Approval to Submit Yes <input type="checkbox"/> No <input type="checkbox"/> Submitted by _____	
Email Address _____	
Adult Signature _____	Date _____
Adult Printed Name _____	

Strategic Partner Program

Objective: Expand Prospective Student List
Strategy: Strategic Partner Program

Description:

The Strategic Partner Program is an alliance between elementary schools and childcare and/or youth enrichment programs that serve a similar demographic in a designated geographic area or parish boundaries that agree to support each other marketing objectives. The scope of the partnership may include: displaying promotional materials, sharing mailing lists, and hosting events.

Instructions:

Each July identify 4 - 7 childcare and/or youth enrichment programs that serve a similar demographic within parish boundaries. Send Strategic Partner Program letter to program owner or director. Letter to provide response instructions. Specific details of the partnership will be confirmed based on the mutual interests of each party.

Web Site

The Catholic school website is integral to school marketing, student recruitment and student retention. As such, the web site must be planned and constructed on a foundation of effective marketing principles and customer service standards. The following should be considered as part of web site design and maintenance:

The Web site must be updated regularly

- A web site should be more than just a presence on the web.
The content and design of the web site must be attractive and reflective of your school. It should be user friendly and interactive.
 - Information for current former, students and prospective students should be featured on the site.
 - Admissions information, admissions process, calendar, frequently asked question, tuition information, and tuition assistance information should be included in the prospective student area.
 - Options that allow visitors to interact with your school should be included. *(i.e.: surveys, online registrations, requests for information, links to the Archdiocese or other educational sites)*
 - Information for former students should include a mechanism for the former student to share their information with the school.
 - The web site should be easy to host and navigate
 - The web site must be updated regularly.
-

Visibility Opportunities

- Permanent External Signage
- Seasonal External Vinyl Signage and Banners
- Wearables – “spirit wear” items that promote school logo
- Window Decals
- Catholic Schools Video
- Virtual CD tours of schools



Values and Benefits of a Catholic Education

Catholic schools are a recognized and established brand in education. When creating marketing and promotional materials it is important to emphasize what a Catholic education will provide for the student. Effective marketing materials offer a blend of fact-based information, benefits and testimonials.

A Catholic education offers the following benefits:

Catholic Identity

Unique to Catholic schools is the opportunity to nurture spiritual and moral values within the students. This occurs and is constantly reinforced not only in classes of religious instruction but throughout the curriculum and extracurricular activities. The Gospel message is taught in Catholic school classrooms every day. Catholic schools are as interested in and committed to the person that a child is becoming.

Academic Excellence

Catholic schools are renowned for academic excellence with students consistently scoring in the top (insert statistic) on nationally standardized tests. Catholic schools offer strong traditional academic programs while also providing many unique programs. Some of our schools have been recognized as Blue Ribbon Schools of excellence, many meet the criteria for being recognized in the top 15% of schools in the nation as determined by the Department of Education.

Community Service

Catholic schools exemplify the importance of living the message of the Gospel by helping others. All Catholic students participate in community service projects. Topics of Socials Justice are explored while cultivating leadership within students who attend Catholic schools.

Extracurricular Activities

Catholic school students enjoy the benefits of a broad selection of extracurricular activities and sports to develop community commitment, social skills and physical fitness. The majority of our students participate in these activities.

Parental Involvement

Parental involvement is critical to the success of Catholic schools. From the home and schools associations to booster clubs and more, Catholic schools look to parents for leadership or service through a variety of parent partnerships.

Excellent Graduation Rates

Catholic students believe in the importance of a quality education. Approximately 98 percent of Catholic schools students finish high school.

Committed Faculty

All teachers in the Archdiocese of Washington Catholic Schools are required to be certified, prepared and eager to educate students. With nearly 3,000 staff members, including many who hold advanced degrees, the Archdiocese of Washington elementary schools expect every student to achieve and are well equipped to teach values for a lifetime. Not only are our teachers qualified they are highly effective due to the relationships they establish with their students and the partnerships formed with parents due to the approach that each child is created by God, called, unique, able to learn and has a purpose.

A Safe and Supportive Environment

Care for the human dignity of every person comes from recognizing Christ in self and others. More than just being “Drug-free zones” and “Gun-free zones”, Catholic schools are Christ-centered. Catholic school communities are a home-away from home for their students. Catholic schools are an established brand in education.

According to the National Catholic Education Association, the primary reasons that parents give for sending their children to Catholic schools are:

- 1.** academic excellence
- 2.** emphasis on Catholic values
- 3.** healthy social relationships
- 4.** a supportive environment

TAB 2

Enrollment Management Team Roles and Responsibilities*

The Enrollment Management Team should be comprised of at least one person in each of the following roles:

Principal:

Although the enrollment management process is a high-priority, it is also a potentially time-consuming process. The school's principal should weigh his or her involvement very carefully. The principal should approve the final composition of the Enrollment Management Team, but can delegate the selection and organization of a trusted leader within the school community to oversee the process.

Leader:

The principal must select a leader who has strong credibility within the school community and is known as committed, dedicated and enthusiastic promoter of the school. In addition, the leader must have the people skills necessary not only to organize and direct the team, but also to motivate them and elicit their strong commitment and accountability. Together with the principal, the leader must be able to identify and recruit the entire Enrollment Management Team, finding the right mix of skills, talents, personalities and experiences.

Technical Advisor:

A person with the expertise and willingness to provide advice on maintaining and updating databases of prospective students/families and spreadsheets that track enrollment data. This person should be detail-oriented and proficient in EXCEL.

Treasurer:

An accountant or bookkeeper who can convert the Marketing Plan into a budget which he/she monitors.

Evangelizer:

One who naturally makes the connection in the conversation between the "good news" about Catholic education and spreading the Kingdom of God. This person shares his or her passion and enthusiasm for the faith at every opportunity – a natural word-of-mouth promoter.

Public Relations/Marketing Expert:

An individual with marketing, advertising or public relations experience who can effectively promote the school's special events and qualities to the internal school community and to external audiences.

Finance Expert:

One who understands the relationship between tuition increases and attrition rates who can help with the school's total financial budget projections.

A Stellar Teacher:

The educator every parent wishes his or her child had this year and every year.

Organizer:

A highly reliable person willing to track the team's schedule, budget, and other important information, ensuring it is all done correctly.

*Source: Enrollment Management Workbook – A Step-by-Step Guide for Recruiting and Retaining Students. Office of Catholic Schools – Diocese of Arlington.

Job Description

Parish School Marketing Coordinator

Objective: To improve enrollment and retention rates in Catholic elementary schools; increase monetary results for schools fundraisers, events and annual giving program.

Report to: Principal

Status: Full or Part-Time

Qualifications: Individual with strong marketing interests and some experience with writing benefits copy, creating brochures, coordinating events, updating web sites, and other communications skills. Person must be detail-oriented, personable and able to work with a variety of people. Must be a self starter with excellent organizational skills.

Who: Individual may be a part time volunteer or part time consultant or employee. Pay will not be the person's major concern. Primary motivation will be their love of Catholic elementary education and interest in making a major contribution to benefit the children of the parish.

Responsibilities:

1. In consultation with the Principal, prepare the annual marketing plan for student enrollment and retention per the ADW marketing tool kit.
2. Evaluate the ongoing marketing efforts of the parish school and document them in a notebook. These should include collecting the web site information, brochures and all other communications that are made about the school. These should be evaluated for consistency of the message, how are the benefits of the school presented, do they make it easy for the reader to contact the school and other marketing criteria.
3. Revise, upgrade the web site monthly be sure that there are links to the ADW and other Catholic resources that will enhance the visitors experience with the school.
4. Prepare a brochure based on ADW templates highlighting the benefits of attending the parish school for distribution to prospective students/parents and to current students.
5. Prepare a package of information and a formal plan for showcasing the school to prospective parents/students per the student inquiry protocol.
6. Coordinate steps of prospective student inquiry protocol ensuring process is administered according to timeline.
7. Support logistics and scheduling of prospective student tours and visits.
8. Prepare weekly contributions with photos for the parish bulletin.
9. Support Back to School nights (September and January) with an emphasis on marketing.
10. Coordinate marketing related to Catholic Schools Week activities
11. Organize quarterly "pep rallies" to celebrate school events with the students.
12. Coordinate student involvement during two Sunday Masses each year per guidelines in ADW Marketing Tool Kit.
13. Recruit volunteers from the parents at back to school night to help in the implementation of the parish marketing tool kit.
14. Provide marketing support for school fundraisers, events and annual giving program.
15. Create a marketing team to advise and help on the implementation efforts.
16. Representative to the Parish Times (if applicable).
17. Maintain current email address for all school and CCD students
18. Serve as the parish school "cheerleader" all year.

Budget: Position should be self supporting through fund raising events and number of additional students enrolled and retained

Enrollment Management

How it has worked for St. Mary of the Mills



James Pavlacka, Principal

Submitted by: Valerie M. Makarsky
Director of Development and
Enrollment Management
St. Mary of the Mills School

For a number of reasons, including the downward spiral of the economy, enrollment has declined and we have found ourselves in a serious situation. Under enrolled, no money for salary increases, parish subsidies for the first time ever.

ALL OF A SUDDEN, A BUSINESS PLAN WAS NEEDED.

Does this sound familiar?

Through “storytelling” and “show and tell”, I will share my best practices that have been developed for enrollment management.

PLAN THE WORK, THEN WORK THE PLAN

Identify the goals and actions necessary to reverse the trend of declining enrollment. That plan must serve as the beacon for the entire team. It must complement the mission and vision already established by the administration in partnership with the Advisory Board. It must clearly articulate measurable goals and the supporting actions to help achieve them. To foster accountability, it must be written and published. The plan must be communicated to all stakeholders—Pastor, Faculty and Staff, School Advisory Board, Parish Council, School Families. It must also be engineered to foster their buy-in and active involvement. Simply put, we must plan the work before we work the plan!

WE ARE ON A MISSION

While we have had Mission and Vision Statements for a number of years now, it suffered from the dreaded marketing plight of being the best kept secret. While they graced the pages of our website and our weekly newsletter, we did not imbed them in our daily words and actions, in our school culture. We were not leveraging their potential in positively influencing the day-to-day success of the business.

The powerful phrases and sentiments expressed in the Mission Statement define us...and differentiate us. The Mission Statement should be the glue that binds every team member, every student and every member of the school community. In essence, it is our brand. Just as Nike has “the swoosh” and Coca Cola has the distinctive bottle, we have guiding principles and values that make us memorable in the minds of our “consumers.” We just need to make sure that we tell our story so that they know who we are, what we do and how we do it! Not only must we affirm our Catholic identity through our branding, we must also assure excellence in education that creates value for the investment.

We have unpacked our Mission Statement by stenciling key words and phrases in the hallways. We now have student ambassadors. We conduct quarterly challenges among our staff to make sure that we practice what we preach. On a quarterly basis, we recognize the team member who most vividly embraces our Mission Statement with a plaque and a \$250 cash prize, which is donated by a school family. You will find that the enthusiasm is contagious.

WHAT GETS MEASURED GETS DONE

In developing our business plan for enrollment management, it was necessary for us to establish SMART goals by which to hold ourselves accountable and to define success. And what does the acronym SMART stand for?

S	Specific
M	Measurable
A	Attainable
R	Relevant
T	Time Bound

The most obvious goal to be established was the desired growth in enrollment. To ensure a SMART goal, we set a goal to grow the student population from 398 to 420 during the ensuing academic year. Does it meet the SMART test? Let's check it.

We also set a goal with regard to responsiveness to prospective school families. We committed to offering personal tours to every prospective family seven days a week from 7 a.m. to 7:30 p.m. by appointment.

Whether somebody is holding you accountable for results or you are simply holding yourself accountable, the discipline that comes with the establishment of written SMART goals reinforces the notion that "what gets measured gets done."

I NEVER KNEW THAT ABOUT YOU!

To weave all the facts and figures together to make our story a best seller, I needed to do some intense fact finding on our team members. I needed to showcase some of the talents, accomplishments and interests of our students and our team members. After all, they say that people do business with people whom they know and like! And quite honestly, it remains humbling to learn new and interesting things about a treasured colleague with whom you have worked for years! We sometimes get too busy for our own good.

For example, our prospective families need to know that Mr. Miskimins, our middle school History teacher, is also the curator of the Airmen Memorial Museum in Suitland, MD and is a walking trivia book!

It doesn't hurt that they know that Mrs. Walsh is an avid New York Mets fan.

I love talking about one of the legendary figures at St. Mary's—Monsignor Keesler. After retiring as pastor, he lived in residence for many years and was the oldest living priest in the Archdiocese when he passed away at 97. He believed in Catholic Education and gave scholarships annually to our students. Thanks to his benevolence, we still give scholarships in his name today. We have a plaque in his honor in Memorial Hall, which I point out on my tours.

Our Home and School Association has dynamic leaders and it is a pleasure to tell our visitors of these people and their daily devotion to our school. I also mention that our President has won many awards in the Archdiocese for her good works.

You must be sure to get the goods on your students, too! Tell their stories. Display their work. Showcase their awards.

BECOMING A FISHER OF MEN, SO TO SPEAK!

Enrollment management used to be like shooting fish in a barrel. Success came that easily! Now, we must become fishers of young men and women to join our school community. The Gospel reference is appropriate, given our call to evangelize and to share the Good News of Jesus Christ through Catholic education.

St. Mary's has gone from being a non-event in the recruitment process to being extraordinary by delivering that little something extra, sometimes known as "lagniappe."

Here is an overview of the typical guest experience:

- The entire school team is notified by email of each scheduled tour with the visitor's name.
- Our visitors are greeted by a personalized sign upon arrival at the school.
- A name tag is prepared with the guest's name.
- A visitor registration form is completed by the visitor.
- A tour is given-----lasting at least one hour.
- The visitor is given a comprehensive information folder.
- We send the visitor home with a gift home bearing the school logo.
- A follow-up letter is sent one week later.
- If an application is submitted, the application is followed by a handwritten note.
- If the child is enrolled at our school we follow up with a letter signed by the Principal, Vice-Principal and me.

Each family has regular communication from me until they accept or decline the invitation to join our school family. This information helps us meet our goals and understand our conversion rate.

TOURS & OPEN HOUSES—STORYTELLING AT ITS FINEST

The tour that is given to our visitors is not simply a walk around the facilities. Rather, it is an hour-long storytelling session that focuses on our mission, vision and our brand. We have invested the time and passion to develop an army of tour guides, including fellow team members, student ambassadors, parents and school alumni.

By the end of the tour we have our visitor imagining themselves at part of the school family. We strive to fuse the emotional connection with them...to make it so that they cannot say, "No." At the conclusion of the tour we sit down with the guest and review everything that we have seen and talked about. We also share several scrapbooks with our accomplishments, awards, newspaper articles and community events. For some, seeing is believing!

As we come upon Catholic Schools Week, we know that we will be in overdrive with our Open Houses. Years ago we only had one Open House during the week. Now we have four Open Houses. The month of February is devoted to drop-in days for personal tours.

We are currently exploring all the different ways to take advantage of technology to improve and enhance our Open House experience. During our open houses we have slide shows of our past events on our interactive white boards and laptops. We will also be playing a DVD of one of our past theatrical productions.

We are very proud of our visual arts department, so we showcase the children's artwork throughout the school and in our Parish Hall.

Many of our school clubs and organizations will be hosting a miniature trade show during the Open Houses as well.

IT'S EASIER TO KEEP UP THAN CATCH UP!

It is easier to retain than recruit! Toward that end, we have introduced the following retention tactics:

- One week after a new child has been at our school, a personal phone call is made by the home room teacher.
- One month later, I give a call to the family.
- A picnic for new families happens the week before school to introduce them to mentoring families and to meet the staff.
- Ice Cream Socials occur at the beginning of the year for different grade levels.
- "Dessert with the Principal" evenings are held quarterly. This allows one hour of uninterrupted time with him.
- Each student receives a Christmas card signed by both the Principal and Vice Principal.
- Each student receives a birthday card in the mail and it is hand signed by the entire educational team (no, not a photocopy!)
- Quarterly surveys are done to get satisfaction ratings using Survey Monkey.

EXTRA! EXTRA! READ ALL ABOUT IT!

We have done a proverbial 180 and now find ourselves making front headlines. We are displaying our art projects around town. Most recently we participated with the Smithsonian Institute at Montpelier Mansion. In the old days we would keep this a secret. These days the media hears about these stories. Like any other Catholic school we are always involved in service projects. And some are awesome in magnitude. During the Thanksgiving season we collected over 1000 pair of shoes for the needy. Our story made the headlines in two community newspapers.

We also have a monthly newsletter written by a team member that is published in our Church bulletin. In this newsletter we share our goals and our achievements as well as fun facts about the school family. This particular action has fostered interest from our parish families and as a result we have enrolled two students. One student enrolled at the beginning of the school year and one started just last week.

A light bulb moment! Perhaps our parish is the pool in which we should be fishing! Therefore, a postcard invitation to attend one of our open houses is being sent to all families who participate in our religious education program. This Sunday we will have parent speakers on the pulpit endorsing our school.

Simply put, we love to share our story! We strive to make it a best seller by ensuring that both the parish family and the local community read about us and hear about us on a regular basis. Through positive reinforcement over time, we are becoming a “household brand” in Laurel. This inevitably leads to people talking about us, serving as advocates and ambassadors for the best parochial school in town.

Much of our success in growing enrollment comes from simply living our mission statement. We are truly committed to excellence in Spirit, Mind and Body. We work hard to build a school community that espouses Christ like values. We know that many of our team members could make more money working elsewhere. We never forget that our parents are spending hard earned dollars for a great Catholic education for their children. Some of the practices that we have implemented to foster our commitment to our Mission Statement and to each other include the following:

- We encourage handwritten notes to each other. This small but simple gesture is becoming a lost art in today's world of email and texting. During the Thanksgiving season, every member of the school community wrote five handwritten notes to each other. The end result—over 2000 notes of thanks. Never underestimate the power of praise & recognition.
- We employ the 10/5 rule. We greet each other with a smile when we are ten feet away from each other and we say “Hello” at five feet. The amazing 10/5. It is our way of life. Dave Floyd, our Technology teacher, embraced this practice so passionately that he gives us a greeting of the week. Hola! Howdy! Shalom! just to name a few!
- We have established goals and, when we meet them, we celebrate our success.
- Our team is encouraged to be engaged in the entire process leading to the sharing of incredible ideas. This fosters a healthy and happier team.

RECAP

In many ways, all of this sounds like common sense. Quite frankly, it is. The business principles such as mission statement development, goal planning, customer and employee engagement, building a brand and service leadership are essential elements of any successful organization. While we have a worthy calling as Catholic educators, the fact remains that our school is a business and it is incumbent upon us to employ these

10 Tools to Make Your School Stand Out

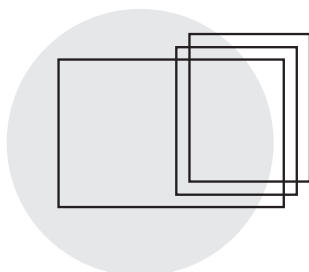
Your school has just the kind of values- and faith-based education that parents want for their children. But how do you make potential students and their families aware of all you have to offer?

Here are ten tools that will put your school in the spotlight.

1

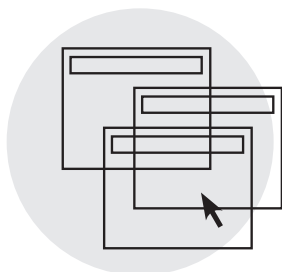
Pocket folder with insert

and blank shells: A carrier folder reaffirms the “why Catholic education” message and pulls together all your information in a single place. Insert sheets can be customized with information unique to your school.



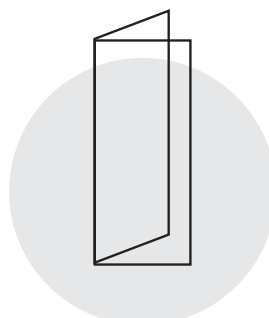
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Website: This essential marketing tool is often your first contact with prospective parents. Put your best foot forward online. It's critical!



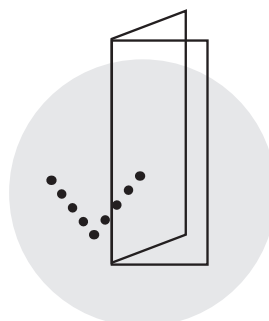
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Brochure: A brochure with your school's offerings, images and colors is a valuable hand-out to distribute at parish gatherings and other recruiting events.



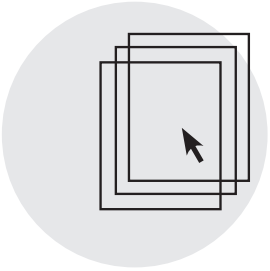
4

Downloadable brochure PDFs: Convert your brochure to an online file that is easy to access and download from your parish and school websites.



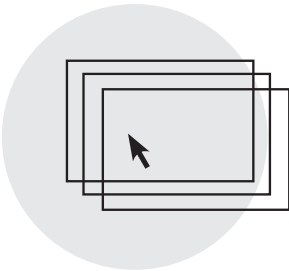
5

E-newsletter: Frame your school's e-newsletter with a lively design that displays quickly and makes information inviting to read.



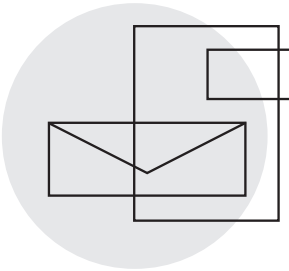
6

PowerPoint template: Make your presentations for recruiting and parent workshops distinctive and memorable with a slide design that is uniquely yours.



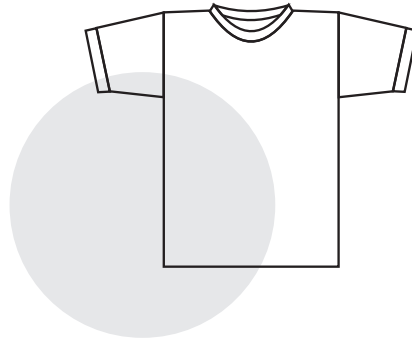
7

Stationery: Do you convey excellence and professionalism with every letter sent or business card exchange? Stationery packages are the foundation of a strong identity.



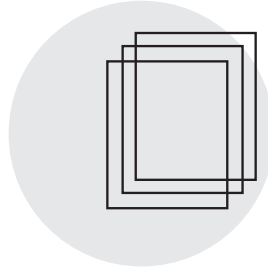
8

Wearable Items: Brand your school with "spirit wear" that can be worn by students and school families.



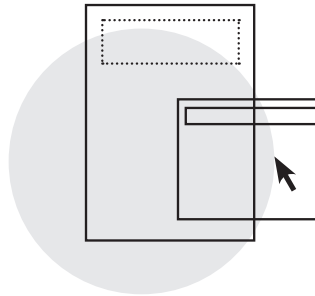
9

Word template: Use a template for communications with parents and community that reinforces your identity with every contact.



10

Print or web ads: Are you making the best use of every advertising opportunity? Make sure even the smallest ads are eye-catching.



Need assistance with creating marketing tools? Contact Wendi Williams, Director of Schools Marketing and Advancement for the Archdiocese of Washington, 301.853.4531 or williamsw@adw.org.

Communications, Advertising and Public Relations – SAMPLE DOCUMENTS

Prospective Student – Follow-Up to Contact Strategy*

The enclosed timeline assumes the initial contact is made in the fall for a student interested in enrollment for the following school year. The recommended follow-up contact strategy should be modified based on the real time of initial contact of the prospective student, the preferred enrollment date and the open enrollment period (if applicable).

- Complete Prospective Student Profile
As part of school tour or Open House
- Mail/email welcome/acknowledgement letter from Principal
+ 10 days from initial inquiry
- Email web post card
– inviting family for a tour or school event (if one has not already been scheduled)
Two weeks before tour or school event
- Telephone call to discuss school and determine level of interest
+10 days after tour or school event
- Personalized letter -
Letter could address Tuition Assistance Program should financing be a concern
+ 60 days from inquiry
- Personalized Letter from principal encouraging the family to apply for admission
Prior to beginning of open enrollment period

* Timing of steps is scalable as determined by information on Prospective Student Profile



St. Mary of the Mills * 106 St. Mary's Place * Laurel, Maryland* 20707
www.stmarys.laurel.md.us* 301-498-1433

PROSPECTIVE STUDENT PROFILE

PLEASE PRINT

Students Full Name

Preferred First Name Gender

Parents Names

Address

Telephone Number Email Address

Age Date of Birth Current Grade

Enrollment Date

Preferred Subjects

Extra-Curricular Interests

Hobbies or Interests

Parent/Guardian Signature Printed Name

Press Releases – Recommended Format

(INSERT LOGO OR PRINT ON YOUR SCHOOL'S LETTERHEAD)

FOR IMMEDIATE RELEASE CONTACT: (Contact Person's Name)
(Contact's Phone Number)
(Contact's Email Address)

(HEADLINE ABOUT YOUR SCHOOL'S NEWS)

(YOUR CITY) (MONTH DAY, YEAR) –

(THE FIRST PARAGRAPH SHOULD BE APPROXIMATELY TWO SENTENCES
AND SHOULD SAY EXACTLY WHAT YOUR NEWS IS –
REMEMBER TO MENTION YOUR SCHOOL'S NAME)

All press releases must be approved by the Archdiocese of Washington Communications Office prior to distribution

(NEXT PARAGRAPH SHOULD BE A ONE TO TWO SENTENCE QUOTE FROM YOUR PRINCIPAL OR ANOTHER KEY PERSON ABOUT THE SIGNIFICANCE OF THE NEWS FOR THE SCHOOL)

(ADDITIONAL PARAGRAPHS PROVIDE GREATER DETAIL ABOUT YOUR SCHOOL'S NEWS – TRY TO KEEP YOUR RELEASE TO ONE PAGE, IF POSSIBLE.)

###

(BOILERPLATE INFORMATION –

This is a brief 2-3 sentence description of your school, quite often an adaptation of your schools mission statement. Be sure to include your Public Service Announcements.

Parish Bulletin

Bulletin Announcements

Parish bulletins have a captive audience of dedicated weekly readers. Bulletin announcements are a cost-effective way to maintain the visibility of your school. They are very useful for promoting your school or a school activity. Bulletin announcements are to be provided to bulletin editor per their established deadline.

(Sample Bulletin Announcement about a back-pack drive.)



BULLETIN ANNOUNCEMENT

August 13 – August 28, 2011

ST. MARY'S STUDENTS COLLECTING BACK PACKS FOR AREA'S NEEDY STUDENT

Each year, St. Mary's is contacted by families who need assistance with providing for their children's educational needs. Our response has been conducting an annual back pack drive to assist with filling back packs for 50 students. We coordinate each year with Catholic Charities who in turn provides the back packs directly to the students and their families.

How can you help? Please bring an item from the list below and place it in the St. Mary's Back Pack box in the vestibule before or after Mass. The box will be available until August 28, 2011. We will provide weekly update on our progress.

Needed Items

Back Packs
Spiral Notebooks
Pencils
Erasable Pens
16-pack Crayola Crayons
Rulers
Glue Sticks
Hand Sanitizer

For more information about St. Mary's Catholic School or how you can participate in the Back Pack Drive, please contact *(insert name, telephone number and email address)*.

Pulpit Announcements

Pulpit Announcements are a cost effective way to extend your message to thousands of people each week. Please find below a sample Pulpit Announcement which will be read during weekly announcement at Mass.

(Place on school's electronic letter head for easy transmission to parish secretary. Each parish may have specific guidelines and instructions. Contact parish for details.)



PULPIT ANNOUNCEMENT

Weekend of August 6 – 7, 2011
Weekend of August 13 - 14, 2011

To be read during closing announcements August 6 – 7 and August 13 - 14, 2011.

ST. MARY'S ANNUAL BACK PACK DRIVE


Each year our school is contacted by families who need assistance with providing for their children's educational needs. Our response has been conducting an annual back pack drive to assist with filling back packs for 50 students. We coordinate each year with Catholic Charities who in turn provides the back packs directly to the students and their families.

You can help by bringing a school supply or back pack as a gift for a child who is in need. There is a complete list of items in this week's bulletin. Please bring an item from the list and place it in the St. Mary's School Back Pack box in the vestibule before or after Mass. The box will be available until August 28, 2011.

For more information about St. Mary's Catholic School or how you can participate in the Back Pack Drive, please see the contact information listed in this week's bulletin.

Sample display advertisement

**CELEBRATE
CATHOLIC SCHOOLS
WEEK!**

The logo for St. Mary of the Mills School is an oval emblem. The text "St. Mary of the Mills School" is written in a blue script font along the top curve of the oval. Inside the oval, the letters "SM" are prominently displayed in a blue serif font, with a cross integrated into the letter "M". Below the "SM" is a small shield containing a blue and white design.

**St. Mary of the Mills
Catholic Education**

Mass and Open House
January 29, 2012
10:30 a.m. Mass
11:30 a.m. – 2:00 p.m. Open House

106 St. Mary's Place • Laurel, Maryland
301-498-1433

TAB 4

Recommended Reading and Additional Resources

Four Primary Resources

Catholic Education: Looking to the Future with Confidence. Pastoral Letter by Cardinal Wuerl, 2008 (found at www.adw.org)

Policies for Catholic Schools, 2009 (found at www.adw.org)

Disciples of the Lord: Sharing the Vision. Pastoral letter by Cardinal Wuerl, 2010 (found at www.adw.org)

National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools (found at www.catholicstandards.org)

The Religious Dimension of Education in a Catholic School Guidelines for Reflection and Renewal Congregation for Catholic Education

Please find herein selected excerpts from the Religious Dimension of Education in a Catholic School. These excerpts have been selected because they are particularly relevant to Catholic school identity and should be used to enhance your marketing efforts. This document is also useful as part of prayerful reflection in support of efforts to sustain Catholic education. The document in its entirety can be found at:

http://www.vatican.va/roman_curia/congregations/ccatheduc/documents/rc_con_ccatheduc_doc_19880407_catholic-school_en.html

EXCERPT

INTRODUCTION

1. On October 28, 1965, the Second Vatican Council promulgated the Declaration on Christian Education *Gravissimum educationis*. The document describes the distinguishing characteristic of a Catholic school in this way; "The Catholic school pursues cultural goals and the natural development of youth to the same degree as any other school. What makes the Catholic school distinctive is its attempt to generate a community climate in the school that is permeated by the Gospel spirit of freedom and love. It tries to guide the adolescents in such a way that personality development goes hand in hand with the development of the "new creature" that each one has become through baptism. It tries to relate all of human culture to the good news of salvation so that the light of faith will illumine everything that the students will gradually come to learn about the world, about life, and about the human person". (1)

The Council, therefore, declared that what makes the Catholic school distinctive is its religious dimension, and that this is to be found in a) the educational climate, b) the personal development of each student, c) the relationship established between culture and the Gospel, d) the illumination of all knowledge with the light of faith.

- PART ONE** - The Religious Dimension in the Lives of Today's Youth
- PART TWO** - The Religious Dimension of the School Climate
- PART THREE** - The Religious Dimension of School Life and Work
- PART FOUR** - Religious Instruction in the Classroom and the Religious Dimension of Formation
- PART FIVE** - A General Summary: The Religious Dimension of the Formation Process as a Whole

PART ONE

THE RELIGIOUS DIMENSION IN THE LIVES OF TODAY'S YOUTH

22. Catholic schools are spread throughout the world and enroll literally millions of students. (12) These students are children of their own race, nationality, traditions, and family. They are also the children of our age. Each student has a distinct origin and is a unique individual. A Catholic school is not simply a place where lessons are taught; it is a centre that has an operative educational philosophy, attentive to the needs of today's youth and illumined by the Gospel message. A thorough and exact knowledge of the real situation will suggest the best educational methods.~

PART TWO

THE RELIGIOUS DIMENSION OF THE SCHOOL CLIMATE

25. From the first moment that a student sets foot in a Catholic school, he or she ought to have the impression of entering a new environment, one illumined by the light of faith, and having its own unique characteristics. The Council summed this up by speaking of an environment permeated with the Gospel spirit of love and freedom. (15) In a Catholic school, everyone should be aware of the living presence of Jesus the "Master" who, today as always is with us in our journey through life as the one genuine "Teacher", the perfect Man in whom all human values find their fullest perfection. The inspiration of Jesus must be translated from the ideal into the real. The Gospel spirit should be evident in a Christian way of thought and life which permeates all facets of the educational climate. Having crucifixes in the school will remind everyone, teachers and students alike, of this familiar and moving presence of Jesus, the "Master" who gave his most complete and sublime teaching from the cross.
26. Prime responsibility for creating this unique Christian school climate rests with the teachers, as individuals and as a community. The religious dimension of the school climate is expressed through the celebration of Christian values in Word and Sacrament, in individual behavior, in friendly and harmonious interpersonal relationships, and in a ready availability. Through this daily witness, the students will come to appreciate the uniqueness of the environment to which their youth has been entrusted. If it is not present, then there is little left which can make the school Catholic.

27. Many of the students will attend a Catholic school - often the same school - from the time they are very young children until they are nearly adults. It is only natural that they should come to think of the school as an extension of their own homes, and therefore a "school-home" ought to have some of the amenities which can create a pleasant and happy family atmosphere. When this is missing from the home, the school can often do a great deal to make up for it.
28. The first thing that will help to create a pleasant environment is an adequate physical facility: one that includes sufficient space for classrooms, sports and recreation, and also such things as a staff room and rooms for parent-teacher meetings, group work, etc. The possibilities for this vary from place to place; we have to be honest enough to admit that some school buildings are unsuitable and unpleasant. But students can be made to feel "at home" even when the surroundings are modest, if the climate is humanly and spiritually rich.
31. The declaration *Gravissimum educationis* (18) notes an important advance in the way a Catholic school is thought of: the transition from the school as an institution to the school as a community. This community dimension is, perhaps, one result of the new awareness of the Church's nature as developed by the Council. In the Council texts, the community dimension is primarily a theological concept rather than a sociological category; this is the sense in which it is used in the second chapter of *Lumen gentium*, where the Church is described as the People of God.
 As it reflects on the mission entrusted to it by the Lord, the Church gradually develops its pastoral instruments so that they may become ever more effective in proclaiming the Gospel and promoting total human formation. The Catholic school is one of these pastoral instruments; its specific pastoral service consists in mediating between faith and culture: being faithful to the newness of the Gospel while at the same time respecting the autonomy and the methods proper to human knowledge.
32. Everyone directly involved in the school is a part of the school community: teachers, directors, administrative and auxiliary staff. Parents are central figures, since they are the natural and irreplaceable agents in the education of their children. And the community also includes the students, since they must be active agents in their own education.(19)
42. Partnership between a Catholic school and the families of the students must continue and be strengthened: not simply to be able to deal with academic problems that may arise, but rather so that the educational goals of the school can be achieved. Close cooperation with the family is especially important when treating sensitive issues such as religious, moral, or sexual education, orientation toward a profession, or a choice of one's vocation in life. It is not a question of convenience, but a partnership based on faith. Catholic tradition teaches that God has bestowed on the family its own specific and unique educational mission.
43. The first and primary educators of children are their parents. (29) The school is aware of this fact but, unfortunately, the same is not always true of the families themselves; it is the school's responsibility to give them this awareness. Every school should initiate meetings and other programs which will make the parents more conscious of their role, and help to establish a partnership; it is impossible to do too much along these lines. It often happens that a meeting called to talk about the children becomes an opportunity to raise the consciousness of the parents. In addition, the school should try to involve the family as much as possible in the educational aims of the school - both in helping to plan these goals and in helping to achieve them. Experience shows that parents who were once totally unaware of their role can be transformed into excellent partners.

PART THREE

THE RELIGIOUS DIMENSION OF SCHOOL LIFE AND WORK

48. The educational process is not simply a human activity; it is a genuine Christian journey toward perfection. Students who are sensitive to the religious dimension of life realize that the will of God is found in the work and the human relationships of each day. They learn to follow the example of the Master, who spent his youth working and who did good to all. (33) Those students who are unaware of this religious dimension are deprived of its benefits and they run the risk of living the best years of their lives at a shallow level.
54. In a number of countries, renewal in school programming has given increased attention to science and technology. Those teaching these subject areas must not ignore the religious dimension. They should help their students to understand that positive science, and the technology allied to it, is a part of the universe created by God. Understanding this can help encourage an interest in research: the whole of creation, from the distant celestial bodies and the immeasurable cosmic forces down to the infinitesimal particles and waves of matter and energy, all bear the imprint of the Creator's wisdom and power. The wonder that past ages felt when contemplating this universe, recorded by the Biblical authors, (43) is still valid for the students of today; the only difference is that we have a knowledge that is much more vast and profound. There can be no conflict between faith and true scientific knowledge; both find their source in God.
- The student who is able to discover the harmony between faith and science will, in future professional life, be better able to put science and technology to the service of men and women, and to the service of God. It is a way of giving back to God what he has first given to us. (44)
56. The religious dimension makes a true understanding of the human person possible. A human being has a dignity and a greatness exceeding that of all other creatures: a work of God that has been elevated to the supernatural order as a child of God, and therefore having both a divine origin and an eternal destiny which transcend this physical universe. (45) Religion teachers will find the way already prepared for an organic presentation of Christian anthropology.

PART FOUR

RELIGIOUS INSTRUCTION IN THE CLASSROOM AND THE RELIGIOUS DIMENSION OF FORMATION

66. The mission of the Church is to evangelize, for the interior transformation and the renewal of humanity (58) For young people, the school is one of the ways for this evangelization to take place. (59) It may be profitable to recall what the Magisterium has said: "Together with and in collaboration with the family, schools provide possibilities for catechesis that must not be neglected ... This refers especially to the Catholic school, of course: it would no longer deserve the title if, no matter how good its reputation for teaching in other areas there were just grounds for a reproach of negligence or deviation in religious education properly so-called. It is not true that such education is always given implicitly or indirectly. The special character of the Catholic school and the underlying reason for its existence, the reason why Catholic parents should prefer it, is precisely the quality of the religious instruction integrated into the overall education of the students" (60)

PART FIVE

A GENERAL SUMMARY:

THE RELIGIOUS DIMENSION OF THE FORMATION PROCESS AS A WHOLE

100. The responsibility of a Catholic school is enormous and complex. It must respect and obey the laws that define methods, programs, structure, etc., and at the same time it must fulfill its own educational goals by blending human culture with the message of salvation into a coordinated program; it must help each of the students to actually become the “new creature” that each one is potentially, and at the same time prepare them for the responsibilities of an adult member of society. This means that a Catholic school needs to have a set of educational goals which are “distinctive” in the sense that the school has a specific objective in mind, and all of the goals are related to this objective. Concretely, the educational goals provide a frame of reference which:
 - defines the school’s identity: in particular, the Gospel values which are its inspiration must be explicitly mentioned;
 - gives a precise description of the pedagogical, educational and cultural aims of the school;
 - presents the course content, along with the values that are to be transmitted through these courses;
 - describes the organization and the management of the school;
 - determines which policy decisions are to be reserved to professional staff (governors and teachers), which policies are to be developed with the help of parents and students, and which activities are to be left to the free initiative of teachers, parents, or students.
103. The religious dimension of the school climate strengthens the quality of the formation process, so long as certain conditions are verified - conditions that depend both on teachers and students. It is worth noting, once again, that the students are not spectators; they help to determine the quality of this climate.

Some of the conditions for creating a positive and supportive climate are the following: that everyone agree with the educational goals and cooperate in achieving them; that interpersonal relationships be based on love and Christian freedom; that each individual, in daily life, be a witness to Gospel values; that every student be challenged to strive for the highest possible level of formation, both human and Christian. In addition, the climate must be one in which families are welcomed, the local Church is an active participant, and civil society - local, national, and international - is included. If all share a common faith, this can be an added advantage.

Summary of Pope Benedict XVI's Meeting with Catholic Educators

Catholic University of America, April 17, 2008.

On April 17, the Holy Father met with leaders from Catholic universities and colleges along with diocesan superintendents at the Catholic University of America, with clear encouragement "that the power of God's truth permeate(s) every dimension of the institutions they serve."

- The mission of the Church to proclaim the good news is accomplished through Catholic education by the dynamic of personal encounter, knowledge, and Christian witness; this is a great apostolate of hope for over three million children and students.
- The long-term sustainability of these institutions must be assured and provides a great opportunity for the "entire Catholic community to contribute generously."
- Catholic identity is not about numbers, but about conviction, belief, commitment and acceptance of the truth, such that the faith is tangible and given "fervent expression" in our schools. The whole institution focuses on encounter with God who reveals himself and the students' response through faith, leading to a move from the "I" to the "we" of the Body of Christ; for educators this means not only focusing on the intellect but also the will, "to evoke among the young the desire for the act of faith, encouraging them to commit themselves to the ecclesial life that follows from this belief."
- Catholic educational institutions contribute to society by being places "in which God's active presence in human affairs is recognized and in which every young person discovers the joy of entering into Christ's "being for others.""
- Truth is more than just knowledge; truth "speaks to the individual in his or her entirety, inviting us to respond with our whole being." Why? Because this truth is a person, the incarnation. It is not just informative but is performative, becoming incarnate in the lives of students through faith. But truth is not separated from reason. The Church purifies reason and reminds society that praxis does not create truth, but truth that is the basis of praxis.
- Catholic educators must maintain high standards of professionalism, particularly if society ignores objective reality and the transcendental dimension of the human person. They are called to "intellectual charity," that is, leading the young to truth as an act of love. In this way reason and truth remain united and the young enjoy authentic freedom in relation to truth, and "Once their passion for the fullness and unity of truth has been awakened, young people will surely relish the discovery that the question of what they can know opens up the vast adventure of what they ought to do."
- The Holy Father concluded with encouragement to educators that the witness to Christ permeate every aspect of educational institutions. He also encouraged religious educators, clergy, religious and the whole Catholic community to "account for the hope that characterizes your lives by living the truth which you propose to your students."

Renewing Our Commitment to Catholic Elementary and Secondary Schools in the Third Millennium

Introduction

Young people are a valued treasure and the future leaders of our Church. It is the responsibility of the entire Catholic community—bishops, priests, deacons, religious, and laity—to continue to strive towards the goal of making our Catholic elementary and secondary schools available, accessible, and affordable to all Catholic parents and their children, including those who are poor and middle class. All Catholics must join together in efforts to ensure that Catholic schools have administrators and teachers who are prepared to provide an exceptional educational experience for young people—one that is both truly Catholic and of the highest academic quality.

In 1990, the Catholic bishops of the United States issued the statement *In Support of Catholic Elementary and Secondary Schools*. In it we affirmed our strong conviction that Catholic elementary and secondary schools are of great value to our Church and our nation; and that, in our role as chief teachers, we are each responsible for the total educational ministry of the local Church. We affirmed that “the entire ecclesial community . . . is called to value ever more deeply the importance of this task and mission, and to continue to give it full and enthusiastic support.”

These Catholic schools afford the fullest and best opportunity to realize the fourfold purpose of Christian education, namely to provide an atmosphere in which the Gospel message is proclaimed, community in Christ is experienced, service to our sisters and brothers is the norm, and thanksgiving and worship of our God is cultivated (p. 2).

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Best practices and ideas found on the web

Many Catholic elementary schools in the Archdiocese of Washington have exemplary websites. Those seeking ideas should peruse the websites of archdiocesan elementary schools to witness many great ideas and treatments. For recommendations of web sites to visit, please email Wendi Williams at wwilliams@adw.org. Additionally, at the time of printing the following websites were active and provided best practice examples of certain aspects of marketing for student recruitment and retention.

St. Colette Catholic School, Illinois

They address two important topics:

1. The primary reasons that parents give for sending their children to Catholic school are
2. Why is a K-8 school best for middle school students?

Link: <http://www.stcolette.com/benefits.html>

St. Michael's Catholic School, Ohio

They have a well structured website that points out Benefits, Academics , Spiritual Formation and Measuring Success

Link: <http://stmichaelcatholicschool.org/Benefits.aspx>

Sacred Heart School, Lyndhurst, NJ

An excellent website that is well organized and provides current and prospective families with at hand information.

Link: <http://www.sacredheartlynd.org/school/index.php>

National Catholic Education Commission of Australia

Excellent well presented summary of Australian Catholic Schools

Why We Have Them? What They Aim To Achieve?

Link:: http://www.ncec.catholic.edu.au/index.php?option=com_content&view=article&id=61:australian-catholic-schools-why-we-have-them-what-they-aim-to-achieve&catid=36:policies&Itemid=64

St. Joseph School, Utah

Their highlight is getting straight to the point and telling prospective parents why they should attend St Joseph.

Link: <http://www.stjosephutah.org/about-sjes/why-choose-saint-josephs>

St. Anthony Catholic School, Mississippi

Their website can be difficult to navigate but their motto shines!

"WE CELEBRATE MASS AND MATH"!

Link: <http://www.stanthonyelementary.org/>

Blessed Sacrament School, Peoria Illinois

Their website's prospective parent link boasts Reverend Ronald J.Nuzzi's (PhD Director of Catholic Leadership Programs at Notre Dame)Top 10 Benefits of a Catholic Education.

Link: <http://mortonblessedsacramentschool.org/modules/cms/pages.phtml?pageid=226117&sessionid=e922b51f9f7b3ca7b9c6fb62c8183ef7&sessionid=e922b51f9f7b3ca7b9c6fb62c8183ef7>

Holy Angels Catholic School, Ohio

They have a link for prospective families that highlights not only the benefits of educating your child at Holy Angels but also a listing for

- Welcome
- About Us
- Admissions
- Benefits
- Extra Curriculars
- Financing Tuition
- Parent Comments
- Staff Comments
- Student Comments
- Inquire On-Line
- Standardized Tests
- A Map to Our Location

Link: <http://www.holyangelscatholic.com/index.htm>

St. John the Baptist School, Illinois

An excellent job of spelling out all the facts and positioning Catholic education for prospective students.

Link: <http://www.stjohnsschool.us/home/prospective-parents>

St. Frances Cabrini, Washington

Excellent website for prospective parents outlining WHY parents should chose the school and what they should EXPECT.

Link: <http://www.cabrinischool.org/prospective-families/>

St Pius X School, Iowa

Excellent prospective parents link with valuable information for decision making.

Link: <http://stpiusxschoolcr.com/Content/Prospective-Students-Parents/Why-Catholic-Education-at-St-Pius-X-School.aspx>

St Fabian School, Michigan

Their prospective parents link on the web provides good information AND a video tour of the school. This seems to be the latest trend for new school websites.

Link: http://www.stfabian.org/?page_id=273

Our Savior School, Florida

A creative design approach to educate prospective families on the benefits of their school. They use photos, links and videos of smartboard technology advantages and Council for American Private Education (CAPE) video on the benefits of private education.

Link: <http://www.oursaviourschool.org/Prospective-Parents.aspx>

Sacred Heart School, Connecticut

A good website that provides a roadmap for prospective parents from WHY to HOW to HOW Much! Link provided. NOTE: The theme of the school is that they are the pulse of the community so the website blinks on and off to represent the pulse.

Link: <http://www.sacredheartnb.org/SHS/ProspectiveParentsStudents.htm>

Additional Resources:

Archdiocese of Washington, Policies for Catholic Schools, Archdiocese of Washington, Hyattsville, MD. 2009.

Collins, James C., and Jerry Porras, Built To Last – Successful Habits Of Visionary Companies, HarperBusiness, New York, NY. 1994.

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Shawchuck, Norman, Philip Kotler, Bruce Wrenn, Gustave Rath, Marketing Congregations: Choosing to Serve People More Effectively, Abingdon Press, Nashville, TN. 1992.

Snyder, Carolyn H., Michele Acker-Hocevar, and Kristen M. Snyder, Living on the Edge of Chaos: Leading Schools into the Global Age. Quality Press, Milwaukee, WI. 2000.

Wuerl, Cardinal Donald, W., Catholic Education – Looking to the Future with Confidence, Archdiocese of Washington, Hyattsville, MD. 2008.

Swetnam, Susan H., My Best Teachers Were Saints. Loyola Press, Chicago, IL. 2006.

TAB 5

Elementary School Marketing Task Force (ESMT)

Objective:

The ESMT is an advisory group of school leaders organized by the Director of School Marketing and Advancement to support the development of strategies that will stabilize and increase enrollment in Catholic elementary schools in the Archdiocese of Washington.

Membership:

The ESMT is comprised of 6 elementary school principals 2 high school admissions directors who are appointed to serve one-year terms.

2011 – 2012 Members

Patricia Norris Garber, *Director of Admissions and Enrollment Management*
Bishop McNamara High School
Forestville, Maryland

Susan Hinton, *Director of Admissions*
St. John's College High School
Washington, DC

Lila Hofmeister, *Principal*
St. Michael School
Ridge, Maryland

Valerie Makarsky, *Director of Development and Enrollment Management*
St. Mary of the Mills School
Laurel, Maryland

Sheila Martinez, *Principal*
Our Lady of Victory School
Washington, DC

James Pavlacka, *Principal*
St. Mary of the Mills School
Laurel, Maryland

Susan Milloy-Splendido, *Principal*
St. Patrick School
Rockville, Maryland

John R. West, *Principal*
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*Be it known to all who enter
that Christ is the reason for this school.
He is the unseen
And ever present teacher in our classes.
He is the model of the faculty
and the inspiration of our students.*