

An Overview of Strategic Planning to Advance Your Enrollment and Shape Your Christian School

A LEADER'S GUIDE TO ENROLLMENT ADVANCEMENT STRATEGY 101

LEARN MORE ABOUT HOW TO:

- IMPROVE YOUR STRATEGY
- INCREASE YOUR ENROLLMENT
- BUDGET EFFECTIVELY
- SHAPE YOUR SCHOOL WITH IDEAL STUDENTS
- SHARPEN YOUR MARKETING MESSAGE
- ASSESS YOUR BRAND AND VALUE
- USE A SERVANT-LEADERSHIP MARKETING APPROACH THROUGH YOUR WEBSITE AND SOCIAL MEDIA



Ready to Sharpen Your Skills and Increase Your Enrollment?

Here is what this Guide covers. You can read the whole document or click on a section to jump to that area.

- ▶ [Strategic Planning and the Enrollment Strategy](#)
- ▶ [Developing Your Target Market \(Shaping Your School with the Families That Are a Best Fit for Your Ministry\)](#)
- ▶ [Developing and Sharpening Your Marketing Message](#)
- ▶ [Using a Sales Funnel System to Attract, Nurture and Enroll More Students](#)
- ▶ [Creating a Marketing and Communication Plan Using a Servant-Leadership Model \(How to Help People and Draw Them toward Your Ministry via Websites and Social Media Marketing\)](#)
- ▶ [Retention – The Other Half of Enrollment Planning](#)
- ▶ [The Importance of Measuring and Using Data to Make Decisions and Adjust the Strategy for Ultimate Success](#)

Opening Remarks

I hope that you find some helpful take-a-ways in this overview. This is not meant to be a comprehensive work but rather a helpful guide. It is a work in progress with a few errors, I'm sure. This rough draft is an effort to jump start the process and be of help while I work toward a final product.

I hope it is the start of a two-way conversation if you feel that I can help you with some free advice for the DIY folks or perhaps even as a partner in ministry.

Please contact me to discuss this further and for help to make application to your particular ministry.

Please give me your suggestions on how to make this better. I do eventually want to have an e-course for administrators. This is the beginning, so I welcome your input.

I hope to hear from you.

Kind Regards,



Mike Glanzer

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www.PurposeLaunch.com



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Our “First in Space” methods help launch you to be first in your market space.



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- We help you build awareness and appreciation for your school in the community.
- We build your reputation as an expert in Christian education.
- We increase leads, build your enrollment and expand your ministry.

We specialize in
Marketing/Outreach
Strategies and Solutions
Content Marketing
Engagement Driven Website Development
Helping You Get It All Done

Enrollment Advancement Strategy 101

AN OVERVIEW OF STRATEGIC PLANNING FOR LEADERS TO
ADVANCE YOUR ENROLLMENT AND SHAPE YOUR
CHRISTIAN SCHOOL

POWERED BY PURPOSE LAUNCH LLC

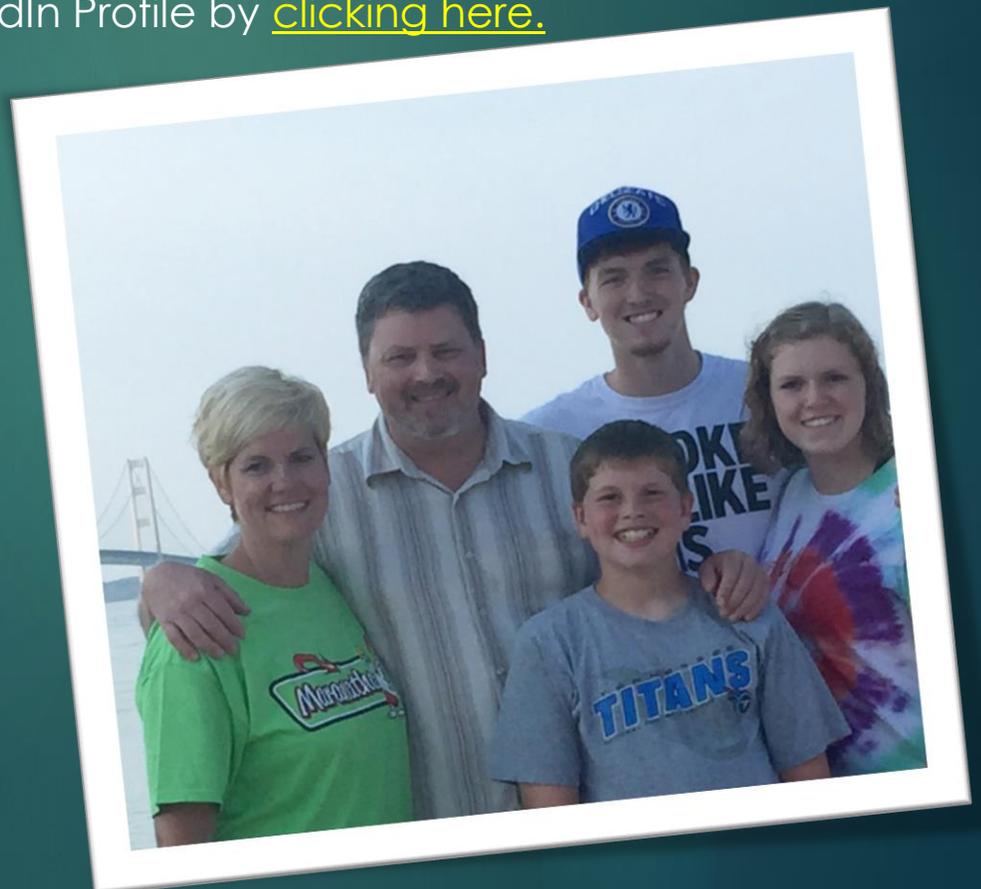


About

I am Mike Glanzer. I have spent over twenty-five years in ministry leadership roles specifically in the areas of advancement, growth, marketing and public relations. I enjoy developing strategy and implementation.

I have worked with para-church ministries, Christian colleges, Christian schools, Christian school associations, churches, children's homes and more. I have a lot to learn but want to share with you, in the process, some of what I know works.

You can view my LinkedIn Profile by [clicking here.](#)



Warnings

- ▶ You may feel overwhelmed at times while reading through this.
- ▶ You may feel that you can't do this.
- ▶ Go through it, take some notes, share with others, and come back to dive deeper. (Oh, and give me a call if you feel that I can help you.)
- ▶ If you get dizzy or lightheaded, please put your head down and breathe deeply.



Here's the Plan for the Plan

We will be taking this enrollment planning cycle one segment at a time.

I'll attempt to give a glimpse of the process for each area. Some areas will be more specific and some will be less specific.

Jot down notes and questions and let's get in touch for a more in-depth discussion.

I hope you find some helpful ideas.



How to Initiate an Enrollment Plan

Here is an overview before we dive in.

- Institutional Purpose/Mission
- Institutional Strategic Plan
- Enrollment Plan
 - Retention
 - Recruiting
- Target Market
 - ▶ Prospective Persona
- Sharpen the Message
- Establish a Marketing Funnel
- Create a Communication Plan That Corresponds with the Message and the Funnel
- Measure Data
- Assess and Adapt Weekly
- Review and Change Yearly



Enrollment Planning Begins with Organizational Purpose



Purpose



Your organization's purpose can be summed up in your institutional mission and core values.

In order to be effective at accomplishing your purpose, you'll need a strategic plan that is executed consistently.

We won't be discussing organizational purpose, mission, values, vision, etc. in this setting, but a strong sense of purpose and mission is vital as a foundation for all planning, marketing, messaging and day-to-day operations.

We have some great resources and tools on our website to help you assess and communicate purpose and mission.

Purpose and Mission Example

Presbyterian Hospital

Notice the flow from purpose to values and vision to strategy.

OUR PURPOSE

Presbyterian exists to improve the health of the patients, members and communities we serve.

OUR VISION AND VALUES

Earning the Letter through the Presbyterian Promise:

Dear Presbyterian,
Thank you for knowing me, respecting me, listening to me and treating me with compassion. You ease the way to my best health and provide me with the highest quality care at the lowest possible cost. You communicate clearly and accurately, coordinate my care and involve me in decisions. I appreciate that you do what you say you will do.

– Patients and Members

Honoring our Mission-based Legacy, We Commit to:

- | | |
|------------------------|---|
| C ollaborate | Bring my best to support individual and team success. |
| be A ccountable | Keep my commitments and earn trust. |
| R espect | Honor each other, listen and speak honestly. |
| E ngage | Participate fully with a passion for excellence. |
| S erve | Be dedicated to patients, members and each other. |

OUR STRATEGY

Lead the nation in improving health and healthcare, resulting in:

- **BETTER HEALTH**
- **EXCEPTIONAL EXPERIENCE**
- **COST LEADERSHIP**

In New Mexico and in partnerships throughout the U.S., we will achieve success through our innovative “One Presbyterian” model of provider and health plan integration in collaboration with our customers, employees and provider partners.

Board Approved
September 2016



<https://goo.gl/images/NgmjPu>

The Importance of Organizational Purpose

- ▶ Note in this diagram from **Principles of Management and Organizational Behavior, v. 1.0.1** by Mason Carpenter, Talya Bauer and Berrin Erdogan how the purpose and mission drives the strategic plan and communication to the stakeholders and market.



- ▶ Enrollment planning begins with a strong healthy sense of purpose / mission, values and vision because enrollment planning stems from the overall strategic plan.

The Enrollment Plan's Part in the Process

Purpose/Mission, Values, Vision

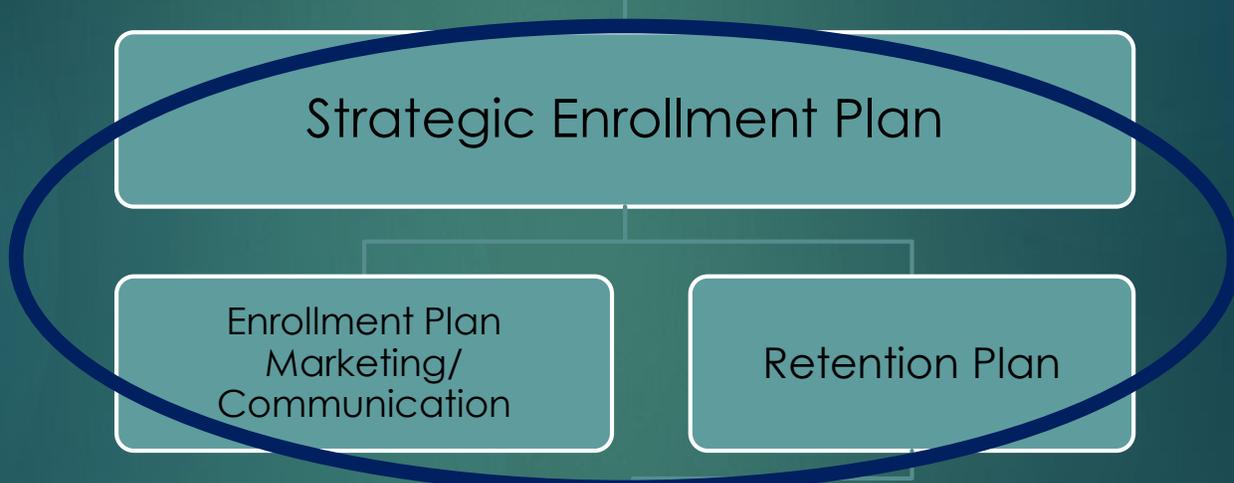
Institutional Strategic Plan

Strategic Enrollment Plan

Enrollment Plan
Marketing/
Communication

Retention Plan

Clear Goals, Action Plans, Key
Performance Indicators, Data
Analysis, Etc.



Purpose/Mission

Important questions to answer as an institution, which will contribute to everything you do, are as follows:

- ▶ Why do you exist?
- ▶ What do you want to accomplish?
- ▶ What are the measurements of your success?
- ▶ Who insures adherence to the mission?

This list could go on. We are assuming that this part has already been determined.

There are some helpful tools for working through these questions on our website.

Check it out.

www.PurposeLaunch.com/Tools

Purpose



So, as you can see,

- ▶ A result of knowing your purpose and mission is strategic planning.
- ▶ With no plan, your purpose—no matter how noble—won't be accomplished.
- ▶ Your strategic plan should certainly include a robust and utilized enrollment plan.
- ▶ With no enrollment plan that is faithfully executed, you won't have many students with whom you can fulfill your purpose.

This is where we will pick up our discussion of enrollment planning.

What Is Enrollment Planning?

“A process that influences the size, shape and the characteristics of a student body by directing institutional efforts in marketing, recruitment and admissions – as well as pricing and financial aid. In addition, the process exerts a significant influence on academic advising, the institutional research agenda, orientation, retention studies and student services. From a broader organizational perspective, the process inevitably leads to issues of mission and goals clarification and budgetary decision making.”

–Don Hossler

Emeritus Professor of Educational Leadership and Policy Studies

Indiana University
(Bloomington, IN)

Why Enrollment Planning?

- ▶ It is all about people!
- ▶ Helps to shape your school with the students and families you can help best
- ▶ Helps your school to grow
- ▶ Leads to better forecasting and decision-making:
 - ▶ Budgeting
 - ▶ Staff Needs
 - ▶ Resource Needs
- ▶ Requires goal setting (very healthy)
- ▶ Results in evaluation and improvement
- ▶ Helps with fundraising
- ▶ Results in professionalism (“decently and in order”)
- ▶ Results in proactive action to reach more students with your mission and to press toward excellence for those students you already have

An Enrollment Plan Must Include

- ▶ A Leader and a Team with Ownership and Accountability
 - ▶ The leader must have access and influence with the major decision-makers in the organization.
- ▶ A Timeline with Deadlines
- ▶ A List of Responsibilities and Accountability
- ▶ A List of Resources (Have and Needed)
- ▶ Budgets
- ▶ Evaluation
 - ▶ Did we get it done?
 - ▶ What could we do better?

Enrollment Plan Outline

- Institutional Purpose and Core Messaging
- Institutional Strategic Plan
- **Enrollment Plan**
 - **Retention**
 - **Recruiting**
- Target Market
 - ▶ Prospective Persona
- Sharpen the Message
- Establish a Marketing Funnel
- Create a Communication Plan That Corresponds with the Message and the Funnel
- Measure Data
- Assess and Adapt Weekly
- Review and Change Yearly

Plan Must Include

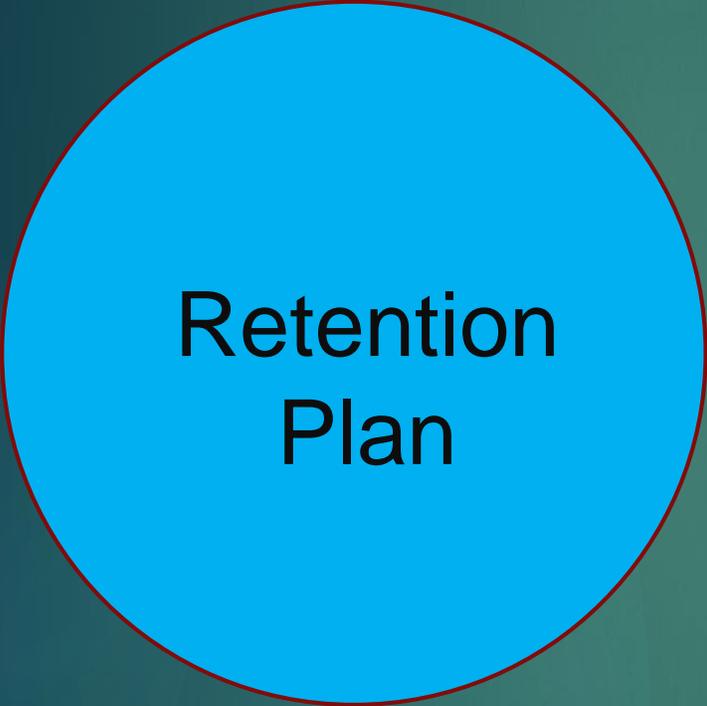


Recruitment
Plan

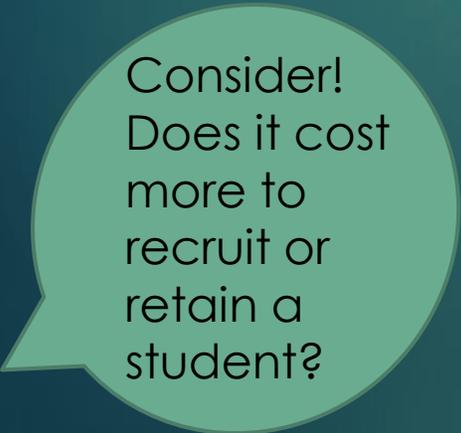
Retention
Plan

Plan Must Include

Often we think of enrollment planning as only recruiting; however, if we don't have a strong retention plan recruiting fails. Here are some elements of a retention plan that we will discuss in greater detail later.



Retention Plan



Consider!
Does it cost more to recruit or retain a student?

- Great Faculty and Staff Who Accomplish the Purpose Every Day with Every Student
- Fantastic Two-Way Communication with Families
- Satisfaction Survey
 - Use results to change or clarify.
 - Use positive results in marketing.
- Intent Survey
 - Identify high-risk families.
 - Strategically reach out to them to keep the high-risk enrolled. Many schools do not know a student is planning on leaving until it is too late.
- Parent Interviews
- “How are we doing?” Phone Calls
- Make the Reenrollment Process Simple
- And Much More . . .

Plan Must Include



Recruitment
Plan

The Plan Must Be Used

(Don't just create it and stick in a file somewhere – Use it very often.)

Enrollment Plan

Good ol' coffee stains from lots of use, review and adjustments.



Let's get started with the Enrollment Recruitment Plan.

Target Market



Enrollment Plan Outline

- Institutional Purpose/Mission
- Institutional Strategic Plan
- Enrollment Plan
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 - Recruitment
- **Target Market**
 - ▶ **Prospective Persona**
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Target Market

- ▶ This is the group of people you are striving to reach with your marketing and message.
- ▶ Defining this group is extremely important. It helps you to:
 - ▶ Define your message, meet needs, answer questions and more
 - ▶ Use your marketing dollars wisely to reach the right people with the right message
 - ▶ Spend your budget efficiently and wisely
 - ▶ Track results
 - ▶ Shape your student body with students and families who will find success and appreciation in your school
 - ▶ Insure you don't recruit students and families who are not a fit for your school

Target Market

Where to Begin

- ▶ Understand Your School's Marketplace
 - ▶ Economy (changes pro and con)
 - ▶ Geographic – Where will your students come from?
 - ▶ Ethnicity Compatibility (e.g., English-only speaking school in a largely Hispanic area)
 - ▶ Predominate Working Class of Your Target Market
- ▶ Understand the Competition
 - ▶ Other Christian Schools
 - ▶ Online Schools
 - ▶ Home School
 - ▶ Public School
 - ▶ Private School
 - ▶ Charter School
 - ▶ Other?
- ▶ What do families like and need that we can provide as well or better than they can?
- ▶ How do we find more people in our area who value what we have to offer?

Where to Begin Developing Your Target Market

▶ Gather Data

▶ Current Student Data

- ▶ Where did they come from?
- ▶ How did they hear?
- ▶ What students/families do best in your school?
 - ▶ Actually write down the names of your best-fit families and then write down everything you know about them. Do this for multiple families. Watch for trends.
 - ▶ Address
 - ▶ Income
 - ▶ Church
 - ▶ Political Views
 - ▶ Interests
 - ▶ Vacation Spots
 - ▶ Favorite Preachers
 - ▶ Favorite Music
 - ▶ Favorite TV Shows
- ▶ Who stays and who leaves? Why?

Where to Begin

▶ Gather Data

▶ Previous Year's Data

- ▶ Funnel Data (What's a funnel you ask? It is coming soon.)
- ▶ Applicants – How many? When? How many applied vs. enrolled and more.
- ▶ Conversion Rates – How many who inquired then visited? How many who visited then applied? How many who applied then enrolled? How many who enrolled then stayed and for how long? Which target market people had the best conversion rates over the past five years?
- ▶ How many campus visits?
- ▶ How many brochures used?
- ▶ Online analytics from website, social media, etc.
- ▶ How much did we budget and spend on reaching our new students during the past several years?

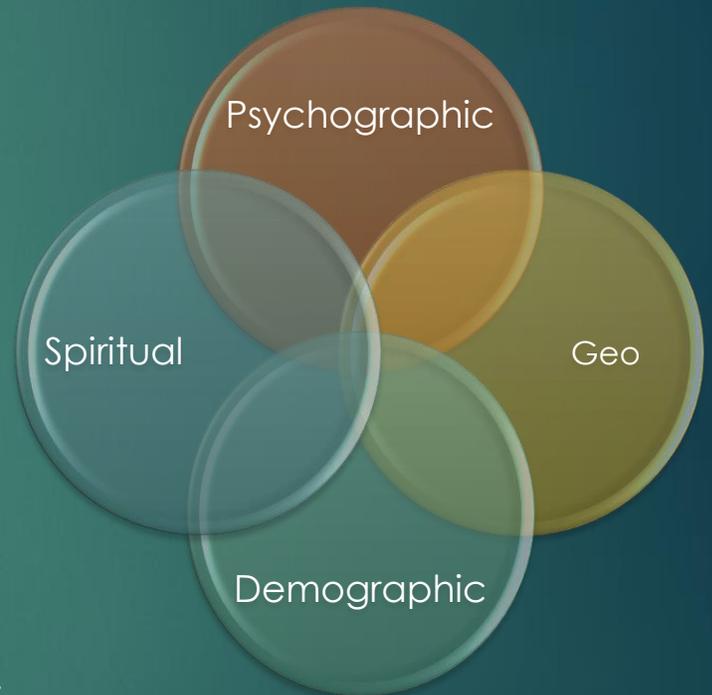
If it moves, track it!

Target Market

- ▶ The description of people you don't know personally but are in your target market are described as **personas**.
- ▶ We want to know as much about these people as possible, including:
 - ▶ All the info you just wrote down about your current most successful and appreciative families.
 - ▶ Along with all of that list, also consider:
 - ▶ The struggles they have with raising kids. (Their pain points in life.) This list of pain points along with the other information will become the foundation of your content marketing plan to reach the right people.
- ▶ The more we know, the better you can reach out to them and show them how you can help them with your school.
- ▶ This is a servant-leadership model in action.

Four Dimensions of Targeting

- ▶ Psychographic
 - ▶ Those who both know and feel their need of Christian education, rearing godly children, being godly parents, etc.
- ▶ Spiritual – Consider questions about your target market, such as:
 - ▶ Those who are in a particular place in their walk with God? Hold to certain doctrines? Standards of behavior? Etc.
- ▶ Demographic – Consider:
 - ▶ Conservative? Upper middle? Lower middle? Denominations? Etc.
- ▶ Geographic – Consider:
 - ▶ Main – 15 mile radius?
 - ▶ Secondary: 30-40 mile radius?



You'll have to develop these for your school. These are just some ideas of where to start your thinking.

Sample Persona

- ▶ Check out this free online tool to help you with creating personas for your school.

Pete Parent



"Life is short, family is important, eternity is for eternity. Live for it."

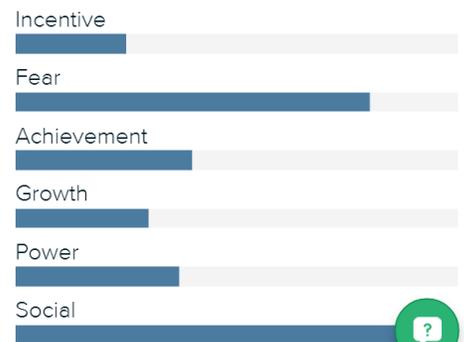
Go Braves

I'd rather be fishing

Goals

- Raise godly kids.
- Find a school with solid academics and an integrated biblical worldview
- Continue to provide for his family while being a dad who is around for the growing up years.
- Enjoy the school experiences of his children as they grow up.

Motivations



<https://app.xtensio.com/folio/pn32sfyy>

Creating Your School's Target Market Personas

- ▶ Complete the tool for:
 - ▶ Several Dads
 - ▶ Several Moms
 - ▶ Several Elementary Students (adapt the tool)
 - ▶ Several High School Students (adapt the tool)
- ▶ Compile the data in a list to create your target market for your marketing, communication and message plans.

We'd be happy to help you with these steps. Just ask us.

Remember, these are so important:

- ▶ To reach the families you want
- ▶ To shape your school. Perhaps you'd like:
 - ▶ More elementary students?
 - ▶ More high school students?
 - ▶ More honor students?
 - ▶ More paying students? (Use of Discounting)
- ▶ To determine your online website and social media content and advertising strategy
- ▶ To help you develop your print material
- ▶ More

Don't be afraid to promote your school for fear you'll get the type of student you don't want.

For more information on target market development from Inc. Magazine, [click here](#).

Enrollment Planning

Next: What is your message to your target market?



Enrollment Plan Outline

- Institutional Purpose/Mission
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 - Recruitment
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- **Sharpen the Message**
- Establish a Marketing Funnel
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Message Development

- ▶ You know your purpose, mission and values.
- ▶ You know your target audience.
- ▶ What is the best way to communicate your purpose, expertise and success to the people you want to reach and help with education?
- ▶ How do you do so without sounding braggadocios?
- ▶ How do you do so without degrading the competition?
- ▶ How do you do so in a way that grabs attention and keeps it?
- ▶ How do you do so as servant leaders in Christian education?
- ▶ Let's develop and sharpen the message.

Develop Your Message

- ▶ Define the message of your organization.
 - ▶ Mission statement – A well-crafted mission statement lets people, both inside and outside of your organization, know why you exist. It can be a compass and a source of inspiration, encouraging others to “buy in” and strive for its accomplishment.
 - ▶ Objectives – What do you want to accomplish?
 - ▶ Values – What does your organization value?
 - ▶ Distinctives – What makes your organization distinct?



Develop Your Message



- ▶ Define the message of your organization.
 - ▶ What make you a good value for the cost?
 - ▶ What do you have to offer?
 - ▶ What are your alumni doing?
 - ▶ What do you give back to the community?
 - ▶ What is the experience like at your school?

Book Help: The Message Box

Message and Communication Strategy Building



An effective message and communication strategy is built on a solid foundation.

The bedrock of this foundation is your mission, purpose and distinctives. From those, your brand and its value to your target audience are established. The core message then is sculpted and becomes the source of all message spinoffs and the basis of their strategic communication to the audience.

Message and Communication Strategy Building



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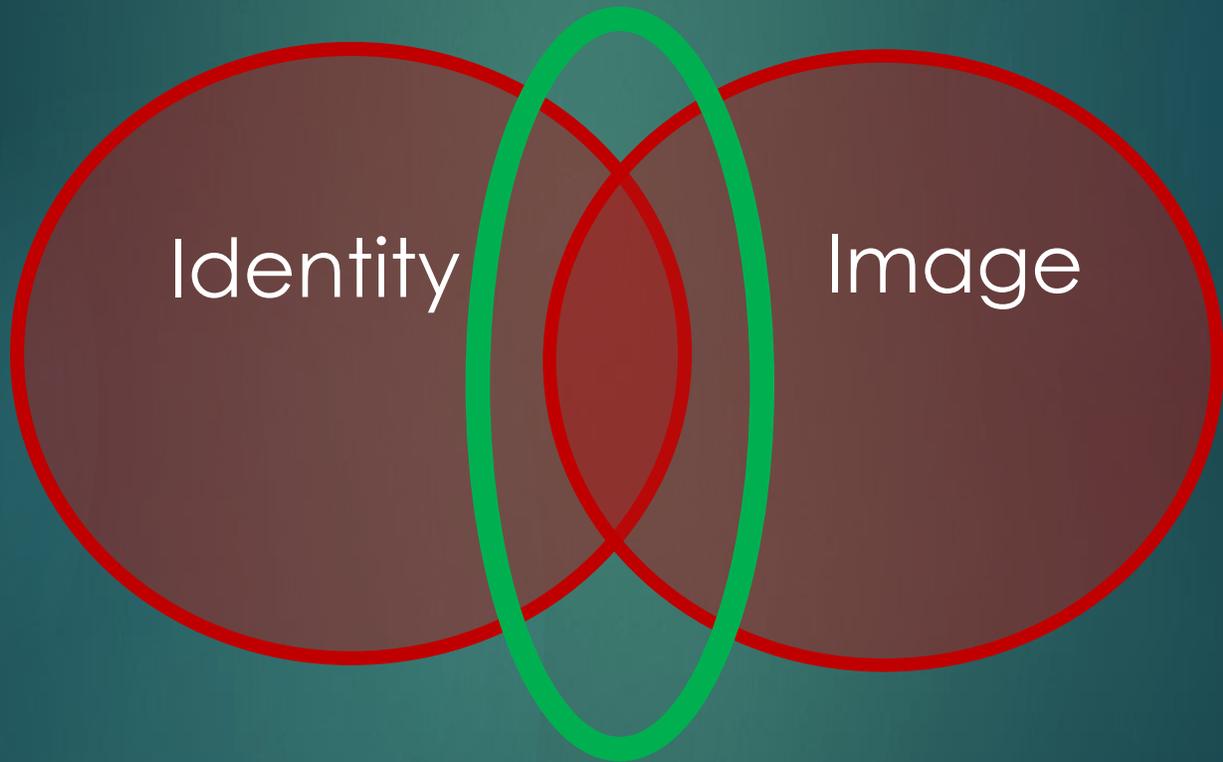
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Let's talk about branding for a few minutes.

Your Brand

Brand has to do with your message (identity) but also your image in the community.

The mixture of who you are and how you are perceived.



Your Brand

Identity

Who You Are

Your Mission, Purpose,
Values and Distinctives

Your Organization,
People, Methods, Etc.

VS.

Image

How They View You

The Talk of the Town or
the Personality Your
Organization Gives

How They Interpret
What They See and
Hear about You

Your Brand

Identity

Hopefully by now you know all about who you are and what you are striving to achieve through hiring the right people, reminding them of the mission and working with them to continually improve your organization.

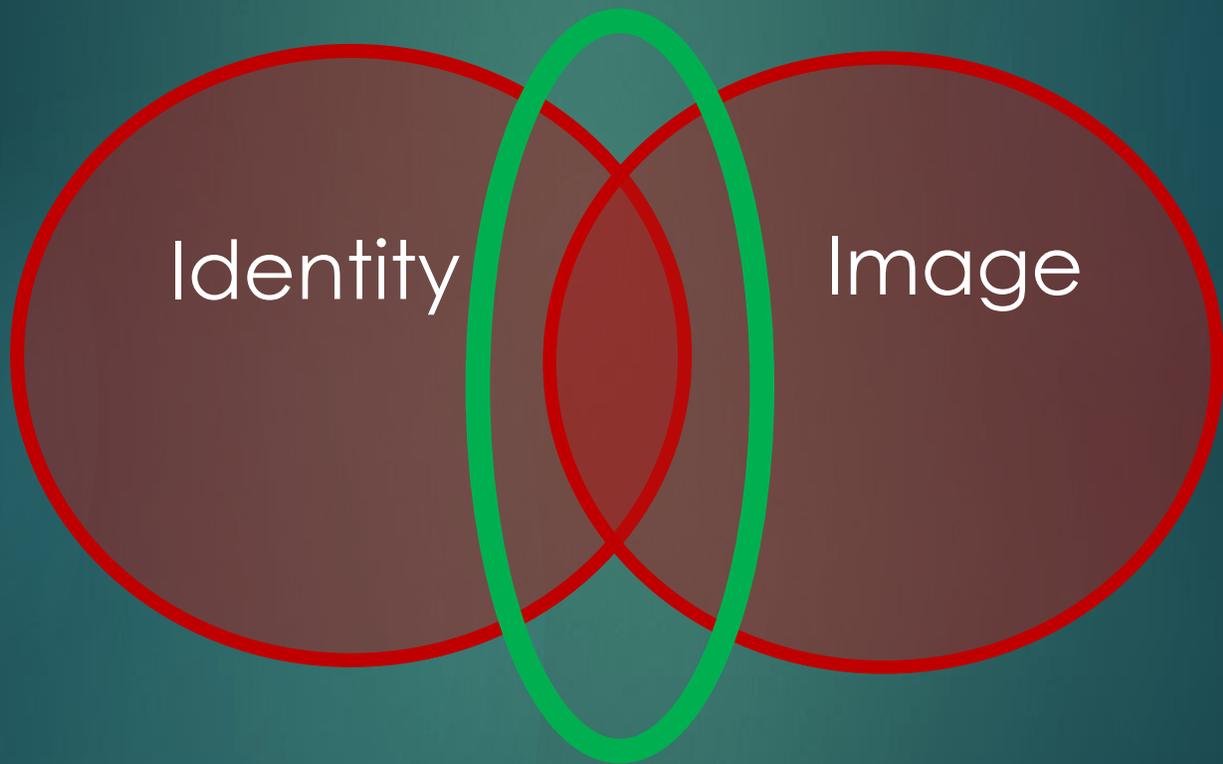
VS.

Image

This is where we will focus for a few minutes with some helpful slides.

You need to have honest discussion and input about what your community and specifically your target audience thinks of you.

The goal is to use your messaging and communication to cause as much overlap of these two areas as possible.



Brand Considerations



- ▶ The following slides are from an actual discussion of brand image. I include them to give you some ideas of how you can have discussions with your team regarding your brand image vs. brand identity.
- ▶ There are many good helps online to help you with branding in addition to these prompts.

What Are Your Image Strengths and Weaknesses?

Strengths

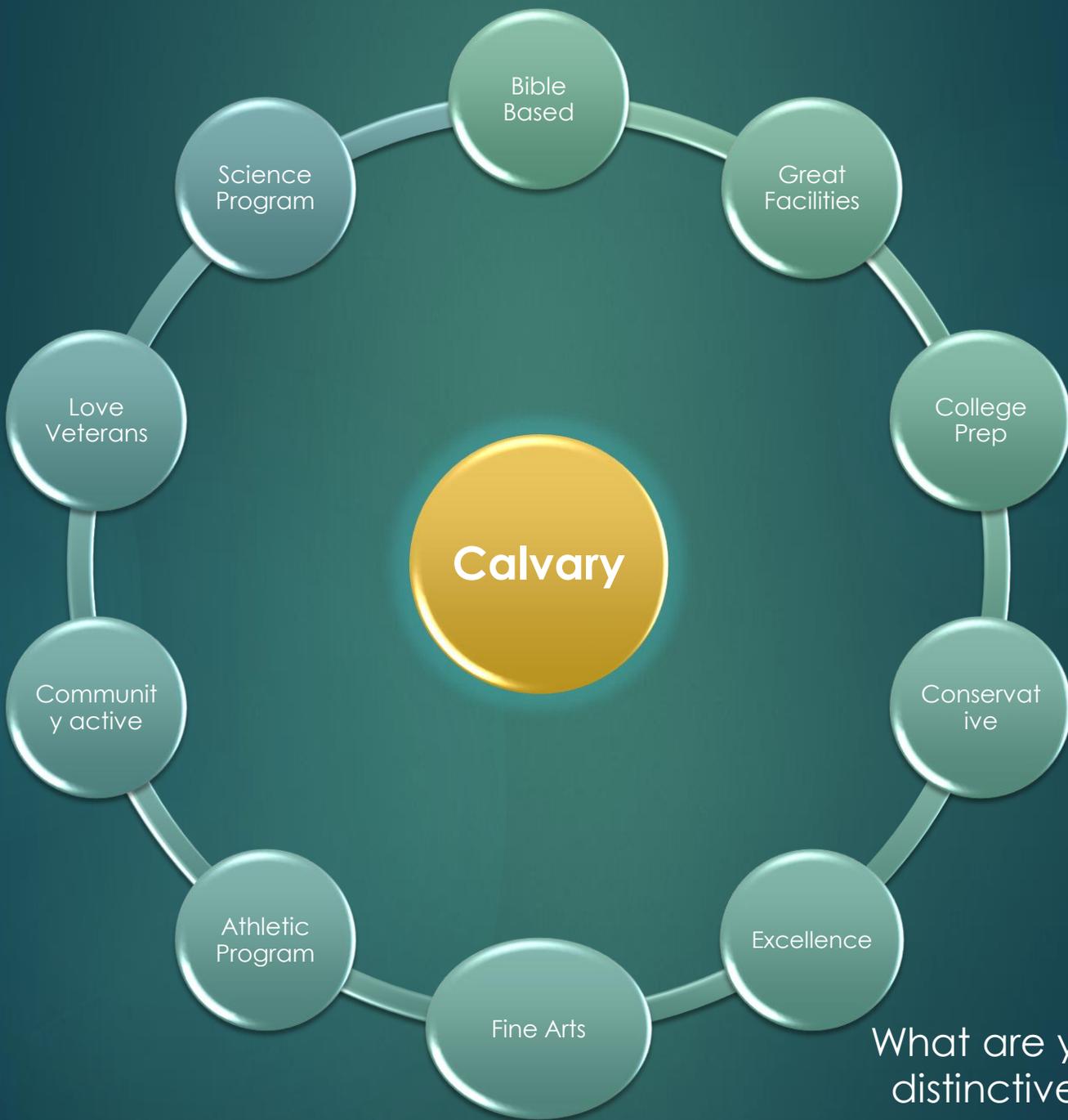
- Reputation
- Facilities
- Pastors and Staff
- People
- Location
- Longevity
- Unity
- Others?

Weaknesses

- Seen as Legalistic by Community
- Negative Issues in the Past
- Judgmental?
- May Not Be Accepting of All Students
- What other areas do you need to overcome as the community thinks about you?

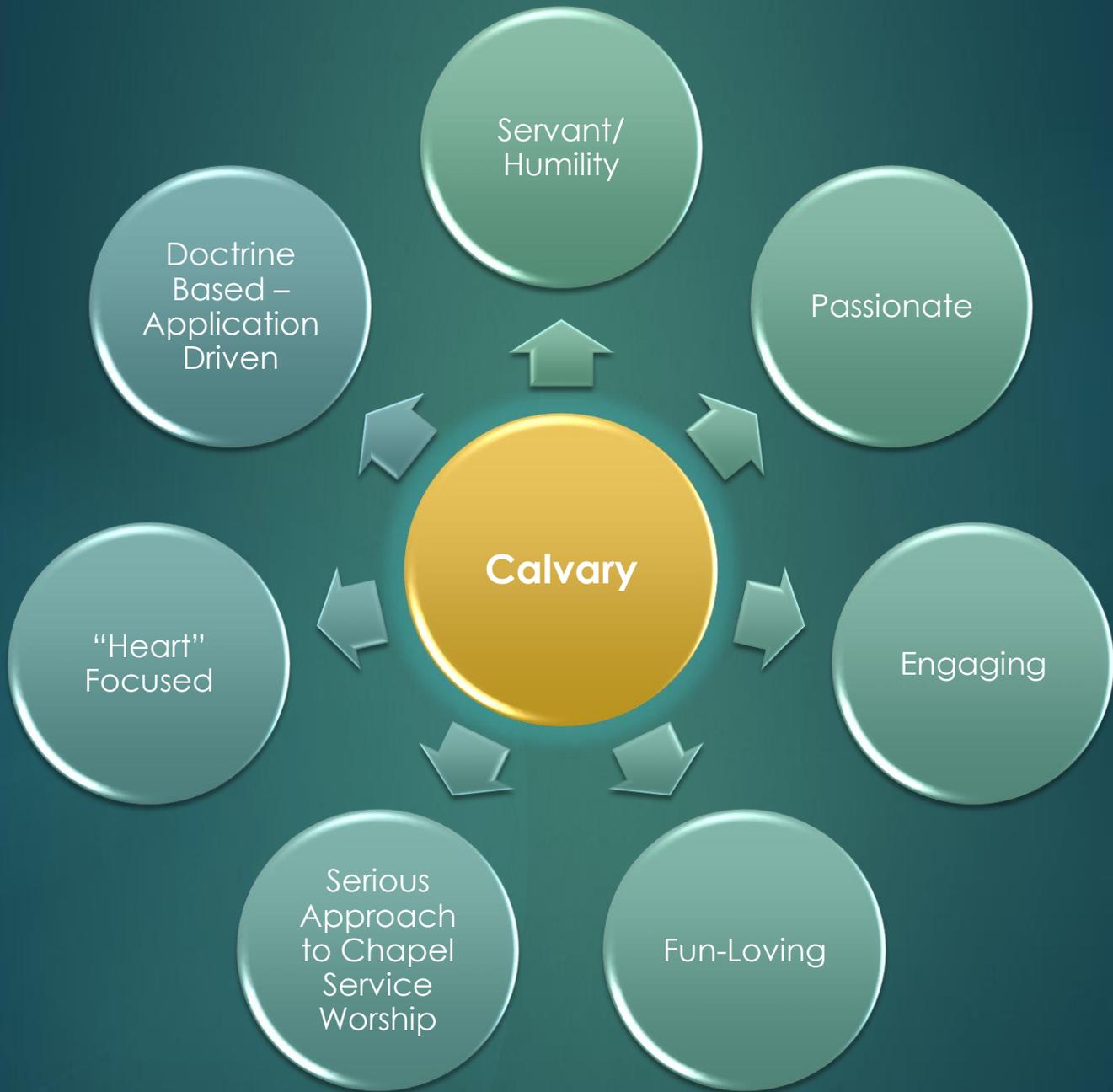
What are your strengths and weaknesses?

Key Existing Brand Image Distinctives and Associations



What are your
distinctives?

Brand Personality and Emphasis



What are your points of emphasis?

Message and Communication Strategy Building



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Let's briefly focus on value and price now.

The Value of Your School to Your Audience

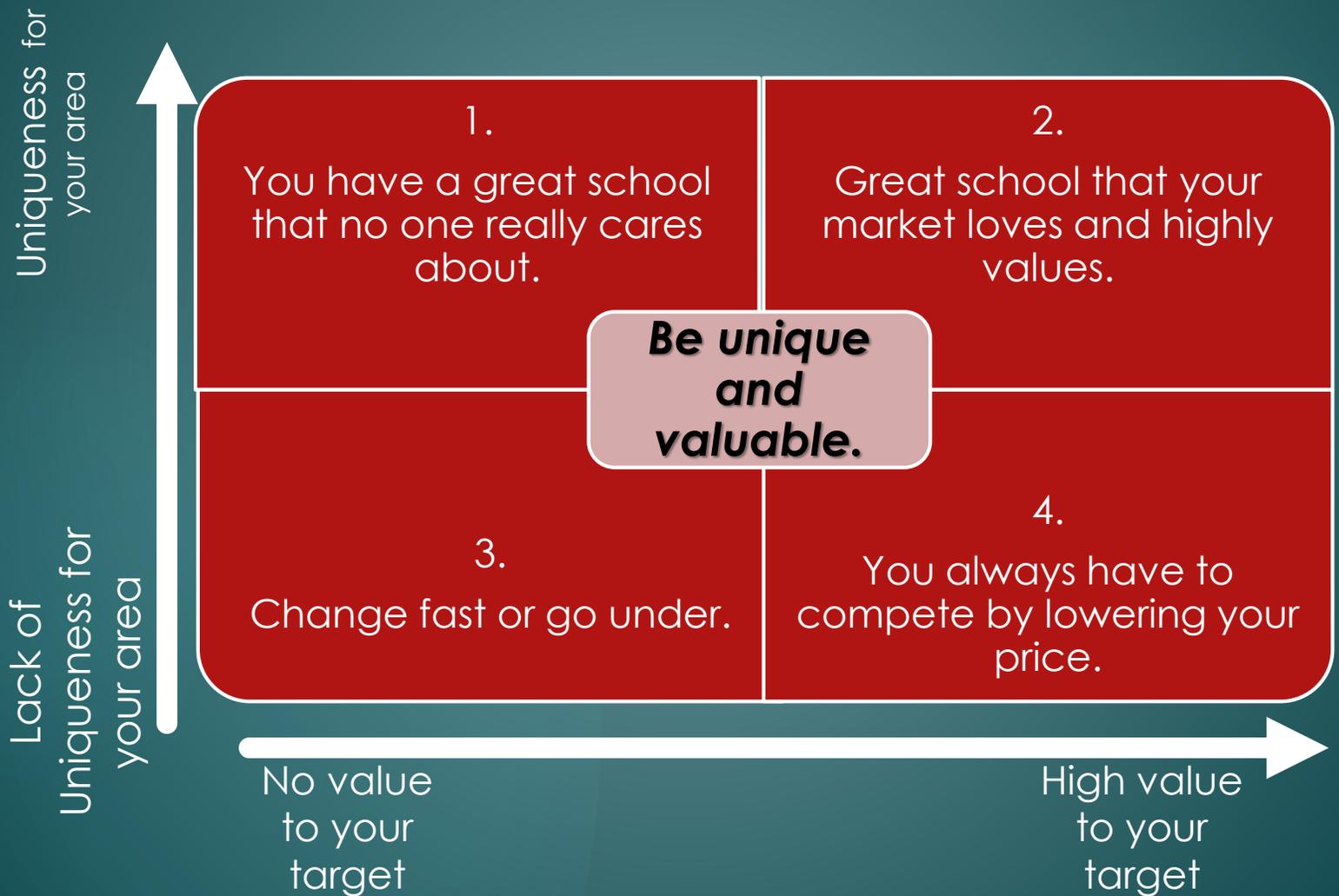
- ▶ People will pay for what they consider valuable.
- ▶ People will not pay for what they do not consider valuable.
- ▶ Is your school valuable to your audience?
- ▶ Do people know that it is valuable to them?
- ▶ How can you better communicate your value to your target audience?
- ▶ What needs do you know they have that you know you can meet better than any other option in the area?
- ▶ Here are a few slides to help you as you consider the value of your school.

Marketing boils down to providing unique value



How Do You Provide Unique Value?

Study this grid with the help of the description on the next page.



Uniqueness and Value Grid Notes

(Where do you fit in?)

▶ Quadrant 1.

- ▶ You do a good job, but your community doesn't value what you do OR you are not communicating your unique fantastic product well and in terms that will show its value. How can you show your unique, excellent school in ways that the target audience will value?

▶ Quadrant 2.

- ▶ This is the area you want to be in. You have a unique excellent school and you have a good size target market who highly values what you do. You can charge a premium price and will have little or no competition. Aim for this. What can you do, change or add that will make you more valuable and/or more unique. Perhaps you already are unique and valuable, but you are doing a poor job letting your target market know about your school. What do you think?

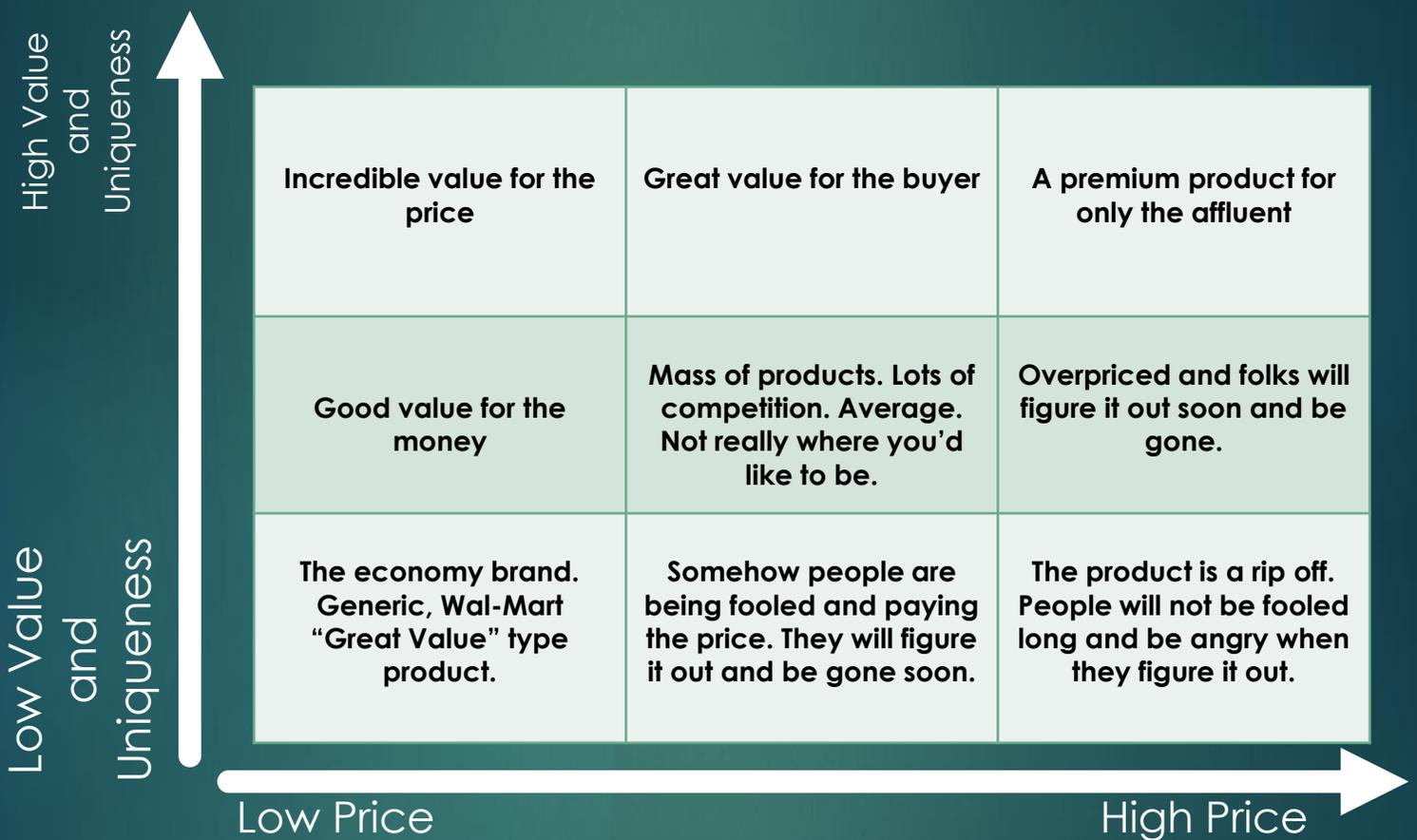
▶ Quadrant 3.

- ▶ You will be out of business soon. You have a lot of competition offering the same thing, and no one in your area highly values any of it. Change or cease to exist.

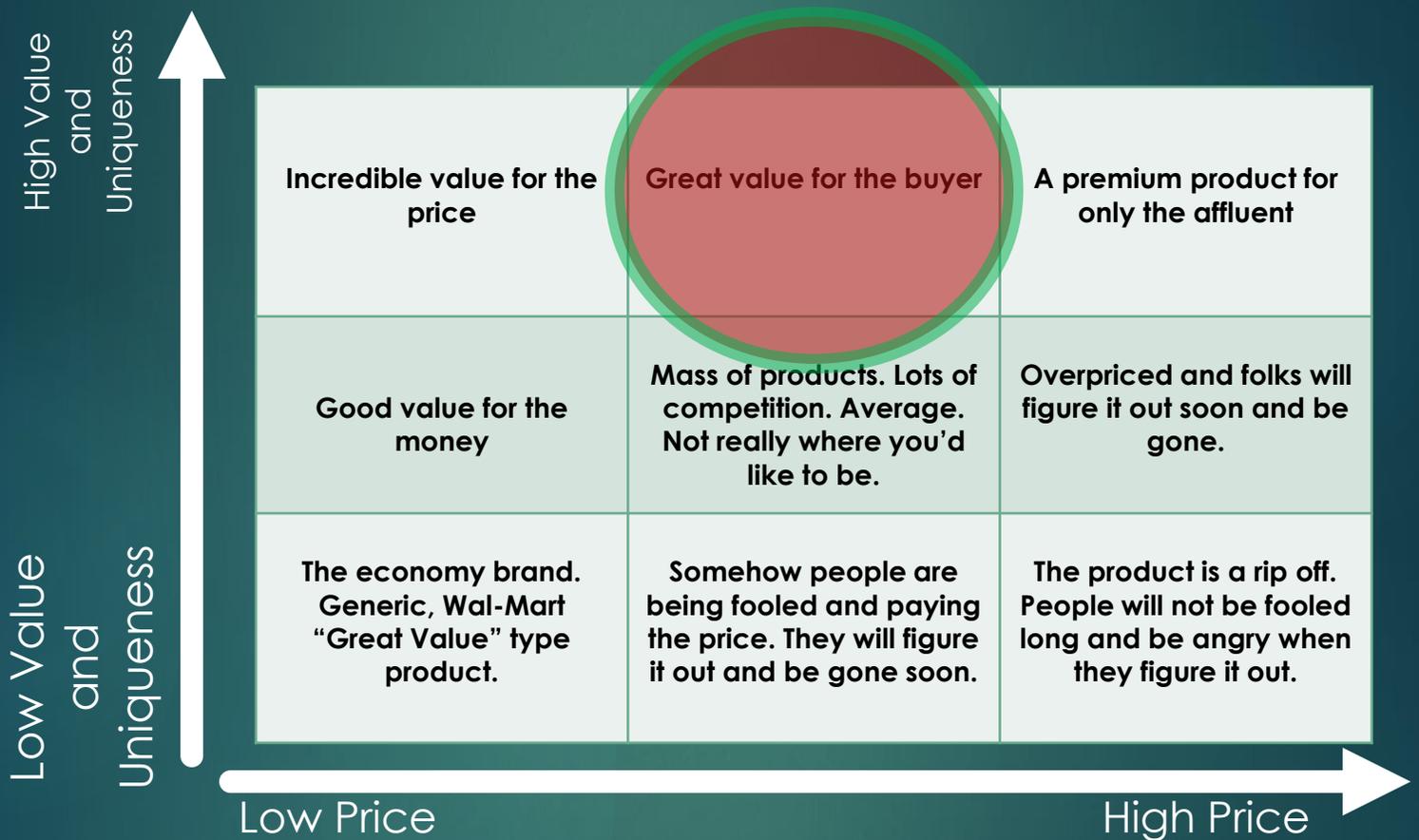
▶ Quadrant 4.

- ▶ You have a school that people in your target market highly value, but there are a lot of others doing the same thing. You'll have to compete hard, spend lots to market, always worry about lowering prices, etc. Be more unique and communicate your uniqueness from the others.

Value and Price – Where Are You on This Grid?



Value and Price – This is where you want to be. Develop school, message and price to get you there if you're not there now.



Message and Communication Strategy Building



An effective message and communication strategy is built on a solid foundation.

The bedrock of this foundation is your mission, purpose and distinctives. From those, your brand and its value to your target audience are established. The core message then is sculpted and becomes the source of all message spinoffs and the basis of their strategic communication to the audience.

Now let's focus on the position statement and core message all other message spinoffs come from.

Message/Brand Positioning Statement

Use a template like this to compile the previous information you've thought through and discussed to form your core position statement. Include unique value proposition. All messages to your target should flow from this statement.

Example – What is yours?

Target Definition	Anyone in a Christian family involved in a Bible believing local church is welcome, but those most likely to feel comfortable long-term and benefit most from our school are very conservative middle to upper-middle class who strongly desire a quality education with honors opportunities and a very integrated biblical worldview. These families want practical exegetical Bible teaching and preaching and highly value a faculty and staff who is eagerly and consistently involved in not only the education of their child but also in their spiritual formation. They highly value the development of their child's gifts, including fine arts, academics and athletics. They value programs focused on laying biblical foundations, including character development and spiritual growth first and the development of gifts second. Our best target families are those who are either new Christians or growing Christians who are passionate about their faith. They want a strong emphasis on loving God and loving others.
Brand Position	Calvary Christian School provides a conservative, gospel-centric environment of holistic, biblically integrated education. We provide high quality extracurricular activities to develop the whole student. We hire only those who exhibit a strong walk with God, who disciple students and who are servant leaders. We have a strong emphasis on serving others and developing godly character, which will help you and/or your family grow in your love for God. There is specific emphasis on Great Commission living.
Proof Points	...because of (1) Our F/S dedication to and training in biblical worldview education (All are involved in local church ministry and hold advanced degrees.) (2) Our central focus on the importance of the gospel and being disciple makers—not just educators (3) Our commitment to serious, God-focused ministry opportunities (4) Our wide-range of biblical and solid extracurricular programs, emphasizing Christian growth while endeavoring to develop individual student giftedness.

Adapting and Communicating Your Core Message

- ▶ There are many ways your core message can be used to speak to your target audience.
 - ▶ Your website and social media sites
 - ▶ Emails to current and prospective student families
 - ▶ Articles of explanation on social media
 - ▶ Articles that help parents with their pain points. These can be hosted on your website and posted on social media, driving traffic to your site, showing your expertise (without bragging) and capturing leads.
 - ▶ Video (a promo video but also short clips that are so popular on social media these days)
 - ▶ Brochures
 - ▶ FAQs on your website
- ▶ The list goes on and on. The core message stays the same.

The following slides will help to guide your thinking on shaping the communication of the message.

Quick Overview of the Message Communication

- ▶ Choose a tagline that speaks to the highest levels of human spiritual need and at the same time communicates your core message. (See the following slides for further explanation.)
- ▶ Build a content calendar.
 - ▶ Choose a part of your message or proof points to elaborate on each month.
 - ▶ Choose a medium to communicate that part of your message.
 - ▶ A video
 - ▶ A helpful article for parents from one of your teachers on homework help
 - ▶ A recording of a chapel message
 - ▶ An open house
 - ▶ Pictures and details of a service trip to the local nursing home
 - ▶ A guide for parents on having devotions with their child, using chapel themes
- ▶ Execute the plan, advertise the content to your prospective target audience via social media so they become aware of your value, appreciate your content, respect your professional acumen and eventually apply and enroll.
- ▶ Hint: After enrolling, they will still need to hear the message reiterated in different ways over and over. That not only helps retention but also recruitment because your current student families will spread the word by word of mouth and social media.

Use Maslow To Help Communicate the Message

[Click here](#) if you aren't sure who Maslow was and how his explanation of human need can apply.

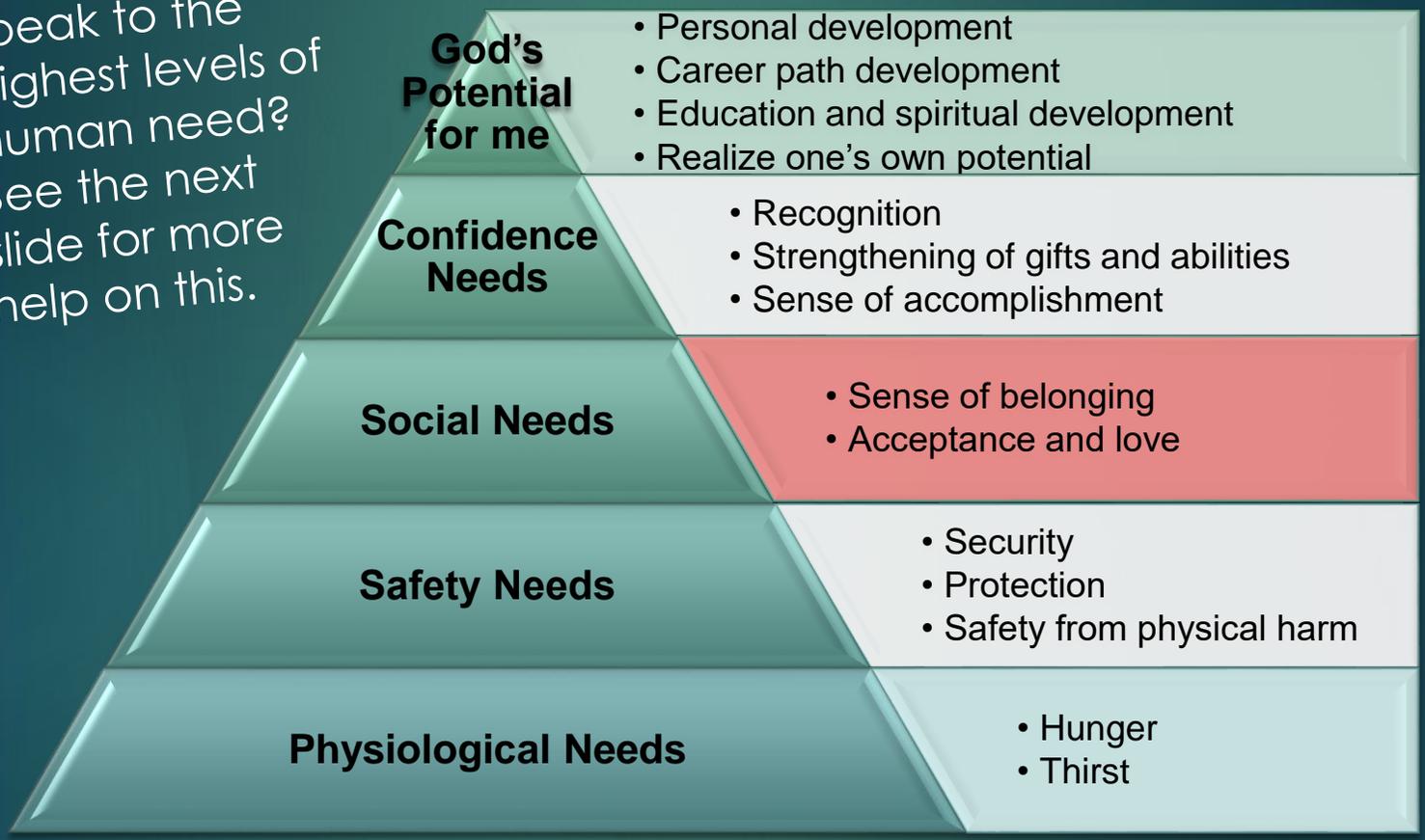
Human Need/Motivation	Classic Message Examples/Appeals from Major Brands
Self-Actualization	"Be all you can be." <i>Army</i>
Esteem Needs	"You're worth it." <i>L'Oreal</i> "Is it in you?" <i>Gatorade</i>
Social Needs	"Drivers wanted." <i>VW</i> "Think different." <i>Apple</i>
Safety Needs	"Because so much is riding on your tires." <i>Michelin</i> "Eat fresh." <i>Subway</i>
Physiological Needs	"Crave the wave." <i>Ocean Spray</i>

There is a more biblical version of this, which is more helpful to us.

Here is a Christian version to think through with your message in mind . . .



How can you adapt your core message to speak to the highest levels of human need? See the next slide for more help on this.



Examples of How Your Message Can Motivate – Adapt Yours

Motivation/ Needs	Classic Examples/Appeals	Sample “Directional” Messages
God’s Plan for Me	“Be all you can be.” <i>Army</i>	We help you grow into a strong godly person Our Education develops your child’s walk with God and prepares them for life.
Confidence Needs	“You’re worth it.” <i>L’Oreal</i> “Is it in you?” <i>Gatorade</i>	We educate you and prepare you to use your God-given gifts to their fullest potential.
Social Needs	“Drivers wanted.” <i>VW</i> “Think different.” <i>Apple</i>	You can develop godly friendships here. Serving others is our motto.
Safety Needs	“Because so much is riding on your tires.” <i>Michelin</i> “Eat fresh.” <i>Subway</i>	School security
Physiological Needs	“Crave the wave.” <i>Ocean Spray</i>	Athletics/PE/Lunch Program

Blend and mix your core message to encompass as many of these levels of human need as possible. Any time you’re writing significant content for websites, brochures and other promotional material, check to see if you’ve included something touching all these areas. Emphasize the higher levels most with more description and explanation.

Enrollment Planning



Enrollment Plan Outline

- Institutional Purpose/Mission
- Institutional Strategic Plan
- Enrollment Plan
 - Retention
 - Recruitment
- Target Market
- Sharpen the Message
- **Establish a Marketing Funnel**
- Create a Communication Plan That Corresponds with the Message and the Funnel
- Measure Data
- Assess and Adapt Weekly
- Review and Change Yearly

Why a Funnel?

- ▶ A funnel helps:
 - ▶ to qualify prospects and how hot or cold they are. You can determine where they are in the funnel.
 - ▶ to develop a communication plan. Each level will have specific messaging and mediums of communication. Some will see messages online, some will see messages on your website, and some at lower funnel levels will get emails, phone calls or tours.
 - ▶ with nurturing your contacts. You can develop ways to nurture your leads both with automated and online methods and toward the bottom of the funnel with one-to-one interaction. You can assign specific people for following up with your best leads.
 - ▶ with tracking and enrollment forecasting. You'll be able to better forecast based on past conversions and numbers in each level so that you know how many students you'll end up with. You'll know what level of the funnel you're lacking prospect numbers in from year to year and can adjust the budget and strategy to compensate before it is too late.
 - ▶ with budgeting. For example, you'll know if you're spending too much on awareness (top of the funnel advertising) and not enough on securing a new student with scholarship (at the bottom of the funnel)

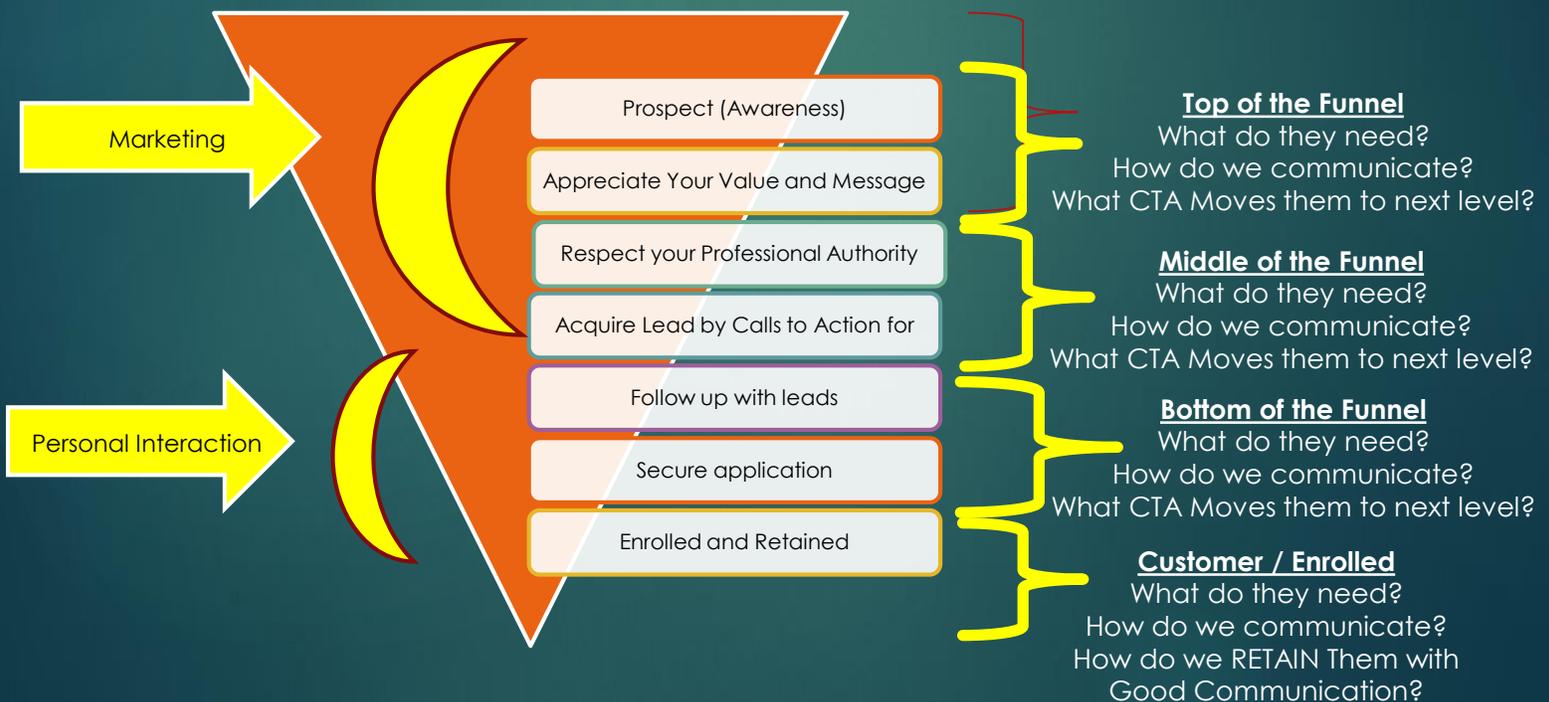
There are more, many more.

How To Set Up a Funnel

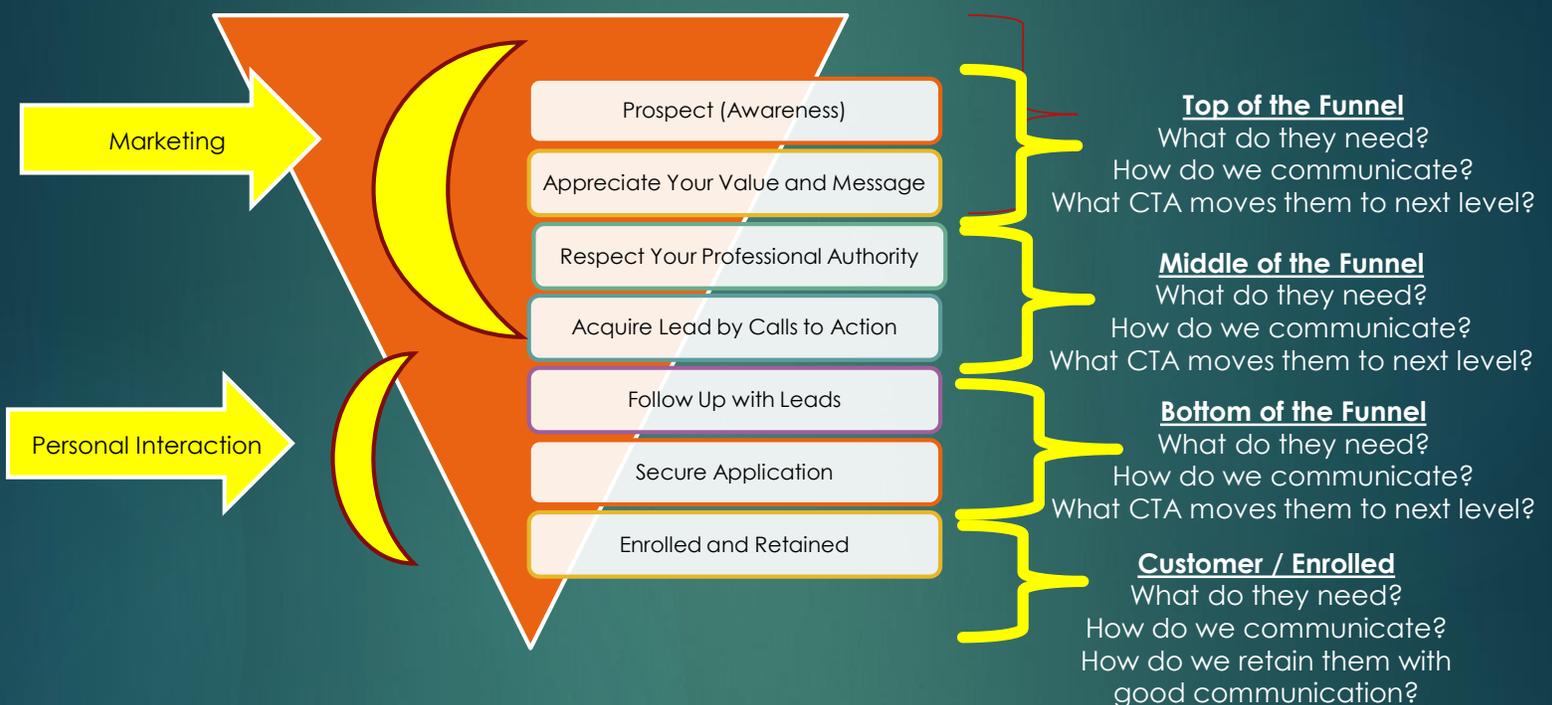
For most Christian schools, three to five levels in your funnel is plenty. The example below has more to show how you can utilize more if needed. Most schools can simply use top, middle, and bottom.

- ▶ Use this method.
 - ▶ Top of the funnel (Awareness and appreciation building)
 - ▶ Middle of the funnel (Authority building and acquisition of Leads)
 - ▶ Bottom of the funnel (Follow up, application, enrollment and retention)

There are templates online, but Excel is a great tool for setting this up, tracking and analyzing.



Funnel Example



[Click Here](#) to Watch a quick online video of the funnel process.

Use the Funnel To Track Data on Recruitment

- ▶ Track the number of prospective families in each level each month.
- ▶ Track the conversion rate as prospective families move down the funnel from being generally aware to seeing you as an authority they come to for advice, to becoming an enrolled student.
- ▶ Compile the data for monthly and yearly trends, forecasting, planning, advertising, adjusting strategy and more.
- ▶ The more trend data you have, the better your predictions and decision-making becomes.
- ▶ Determine how you will track the data.
 - ▶ I recommend an Excel sheet.
 - ▶ There may be templates online.
 - ▶ Ask a computer wiz to create it. You can use it year after year.

Example of Enrollment Funnel Data to Study

	2009	2008	2007	2006	2005
Prospects (any contact)	24009	27901	8479	3992	3973
% Change Overall from Previous Year	-14%	229%	112%	0%	255%
Inquiries (demonstrated potential interest)	5314	5912	5022	2213	1260
% of Prospects to Inquires	22%	21%	59%	55%	32%
% Change Overall from Previous Year	-10%	18%	127%	76%	68%
Hot Prospects (engaged us in conversation)	2314	2821	4382	1912	1120
% of Inquires to Hot Prospects	44%	48%	87%	86%	89%
% Change Overall from Previous Year	-18%	-36%	129%	71% NA	
Very Hot Prospects (escalated conversation or higher probability to apply, ex: admin contact)	841	1027	1057	1068	685
% of Hot Prospects to Very Hot Prospects	36%	36%	24%	56%	61%
% Change Overall from Previous Year	-18%	-3%	-1%	56% NA	
Potential Applicants (started or requested application)	684	700	671	541	328
% of Very Hot Prospects to Potential Applicants	81%	68%	63%	51%	48%
% Change Overall from Previous Year	-2%	4%	24%	65% NA	
Applicants (received the at least the application)	270	260	343	293	291
% of Potential Applicants to Applicants	39%	37%	51%	54%	89%
% Change Overall from Previous Year	4%	-24%	17%	1% NA	

Key Elements You'll Notice and Need for Yours

- ▶ Year after year data
- ▶ Consistent names for levels
- ▶ Consistent qualifications for conversions. What will be the event that moves that prospective from one level to the next?
 - ▶ For the top of the funnel, you won't know names. You'll only see data so you'll have to just observe vague triggers such as the number of people who are engaging with your Facebook posts or the number of people visiting your website, the number of pageviews, or time spent on the website.
 - ▶ As they move down the funnel, the trigger events for moving them to the next level become more clear and easy to define with actual names and information.
 - ▶ Did they give you a name and an email address and download a guide?
 - ▶ Did they Like your Facebook page?
 - ▶ Did they call with questions?
 - ▶ Did they request a visit?
 - ▶ Did they fill out an application?
 - ▶ Did they pay an enrollment fee?
 - ▶ Any and/or all of these could be trigger events you can use to move people in the funnel and track for communication, budget and nurturing purposes.

Other key elements you'll want in your funnel Excel sheet:

- ▶ Percentage of change in yearly totals
- ▶ Percentage rates for conversion
- ▶ Goals for next year based on average conversion rates. (more to come . . .)

Funnel Decision Making Help

Examples. This funnel is from a small Christian college with many levels inside the three basic ones. They used more levels for better analysis, budgeting, etc. As you study this, you can begin to get an idea of how useful this can be in the planning process.

	2009	2008	2007	2006	2005
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Very Hot to Potential is high, Strategy needed for Potential to Applicant conversion

- ▶ Many conclusions could be drawn and discussed from this example, but you can see that the admin has focused on some specific areas they felt merited discussion at a particular meeting.
 - ▶ The percentage of prospects to inquires has dropped. Why? What do we do about it?
 - ▶ The very hot to potential applicant is high this year? Why? Will enrollment be higher than anticipated? Will we need more teachers? What grade has higher than average very hot prospects?
 - ▶ We need to work on the bottom of the funnel. The number of potential applicants to applicants seems to keep trending down. How can we fix this "leaky funnel" area?

Funnel Help in Strategy

- ▶ Helps set reasonable goals
- ▶ Helps establish an action plan
- ▶ Helps you know where to spend time, resources and money
- ▶ Helps with forecasting along the way (and adjusting the forecast when needed)
- ▶ Helps you determine what went wrong or right or what was a miracle.

Funnel Goal Setting

	2010	2009
Prospects (any contact)		24009
% Change Overall from Previous Year		-14%
Inquiries (demonstrated potential interest)	6114	5314
% of Prospects to Inquires	Increase total by 15%	22%
% Change Overall from Previous Year		15%
Hot Prospects (engaged us in conversation)	3057	2314
% of Inquiries to Hot Prospects		50%
% Change Overall from Previous Year		6%
% of Prospects to Hot Prospects		-18%
		10%
Very Hot Prospects (escalated conversation or higher probability to apply, ex: admin contact)	1222	841
% of Hot Prospects to Very Hot Prospects		40%
% Change Overall from Previous Year		4%
% of Inquires to Very Hot Prospects		-18%
% of Prospects to Very Hot Prospects		18%
		4%
Potential Applicants (started or requested application)	733	684
% of Very Hot Prospects to Potential Applicants		80%
% Change Overall from Previous Year		-21%
% of Hot Prospects to Potential Applicants		-2%
% of Inquiries to Potential Applicants		30%
% of Prospects to Potential Applicants		13%
		3%
Applicants (received the at least the application)	293	270
% of Potential Applicants to Applicants		38%
% Change Overall from Previous Year		0%
% of Very Hot Prospects to Applicants		32%
% of Hot Prospects to Applicants		12%
% of Inquires to Applicants		5%
% of Prospects to Applicants		1%
Accepted (potential enrollee)	219	203
% of Applicants to Accepted		75%
% Change Overall from Previous Year		0%
% of Potential Applicants to Accepted		30%
% of Very Hot Prospects to Accepted		24%
% of Hot Prospects to Accepted		8%
% of Inquires to Accepted		4%
% of Prospects to Accepted		1%
Enrolled (matriculated)	208	192
% of Accepted to Enrolled		95%
% Change Overall from Previous Year		0%
% of Applicants to Enrolled		71%

If you're like me you'll need your math teacher to help, but there is great potential here. Check it out . . .

	2010	2009
Previous Year		24009
		-14%
	6114	5314
Increase total by 15%		22%
Previous Year	15%	-10%
	3057	2314
	50%	44%
Previous Year	6%	-18%
		10%
	1222	841
	40%	38%
Previous Year	4%	-18%
		18%
		4%
	733	884
	60%	81%
Previous Year	-21%	-2%
		30%
		13%
		3%
	293	270
	38%	39%
Previous Year	0%	4%
		32%
		12%
		5%
		1%
	219	203
	75%	75%
Previous Year	0%	0%
		30%
		24%
		9%
		4%
		1%
	208	192
	95%	95%
Previous Year	0%	4%
		71%

- ▶ We want 208 students
- ▶ $208 / .95 =$ We need 219 at this level.
- ▶ $219 / .75 =$ We need 293 at this level.
- ▶ $293 / .39 =$ We need about 733 at this level.
- ▶ Etc.

Obviously the higher the level, the sooner you need the prospectives in the funnel so that you can work them down to the enrolled level.

If you're in May and only have 400 at the level where you need 733, you better adjust your enrollment forecast and budget down. If you're in May and have 2000 at that level, you may need to adjust it up!!

Wouldn't it be great to know either way though? A funnel helps a great deal.

Planning and Strategy

(Remember the coffee stains on the enrollment plan?)

Sample discussion questions based on this example that should arise from your funnel as you look at trends, set goals and create strategy:

- ▶ How will we get the 6114 inquiries needed at the top of the funnel?
- ▶ Where do we have the worst conversion rates, and what can we do to strengthen them?
- ▶ Do we need new brochures to strengthen the lower parts of the funnel or more online advertising to build the top of the funnel?
- ▶ Do we need more authority building articles and website calls to action to build the middle of the funnel and acquire leads?
- ▶ Do we need better nurturing for the middle of the funnel? How can we do that? Who can we task specifically with follow-up nurturing? Do we need a new volunteer program like moms calling moms? Do we need an office staff job description change?
- ▶ Oh, boy—our target numbers are off and it is two months to our fall start date—revise forecast.

Planning and Strategy Continued



- ▶ Oh boy, our lower funnel numbers are higher than planned. Maybe we need to hire an extra teacher's aide instead of buying the new wrestling mats and baseball gear.
- ▶ Sir, our proposed budget is off. We anticipated 208 students, but the data shows we'll only have 190. We need to adjust.
- ▶ How do we adjust our communication plan to strengthen our conversion rates for next year?
- ▶ What is a communication plan you ask?

Enrollment Planning



Enrollment Plan Outline

- Institutional Purpose/Mission
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- **Create a Communication Plan That Corresponds with the Message and the Funnel**
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- Assess and Adapt Weekly
- Review and Change Yearly

How do we reach the target market with our content and drive them to our school?

The old traditional marketing way vs. the new marketing way.

New (Inbound) Marketing	Old (Outbound Marketing)
Examples: Google search, social media, website and webinars	Examples: Radio, TV, print ads, cold calls, banner ads and billboards
Draws the seeking customer to you with helpful content they find when they are looking for answers	Pushes your product or service when customers are typically not interested
The reason for Netflix, recordable TV and satellite radio (They don't want advertisements.)	Interrupts your TV show, your magazine article, your radio music or your view of the scenery
Lower cost	Higher cost
Better audience targeting	Spend to reach people who aren't in your target audience
Marketer seeks to help	Marketer seeks to promote self and not really help the non-buyer
Communication is two-way and interactive.	Communication is one-way. Here's why we are better than others.

Outbound, Interruption Marketing – The Old Marketing Method

You know what it is like:

You are watching your favorite TV show when a commercial for the latest horror movie comes on.

You are driving down the interstate admiring the sunset when you see a billboard for the local news at 6. *“Channel 4 has better coverage than Channel 12.”*

You are reading an article online about the stock market and four pop-up ads have to be dismissed before you can finish your article.

You are listening to your favorite radio talk show host when you hear four commercials for: the local bar, Ted’s Auto Repair, Hank’s Pest Control and Molly’s Maid Service.

You’re eating dinner and you get a call or a knock on the door from a sales person.

Inbound, Content Marketing – The New Marketing Method

- ▶ Your riding mower won't start for the first cut of spring. You're in your garage. You pull out your smart phone and "Google" "Craftsman riding mower L2500 won't start." Bob's Small Engine on Main comes up in the results with an article: "5 Things to Check When Your Mower Won't Start This Spring." You follow the advice. You realize the fuel filter needs replacing. Where will you go to get it? Yep, Bob's! While you're there, you see Bob. He suggests that you also replace the fuel line and sells you the filter and some hose.
- ▶ You became aware of him online when you needed him and were searching for help. You appreciated his advice and the article he took time to write. You respected him as a local authority on small engines, took his advice, went to his shop and became a customer. You'll now make others aware.
- ▶ What cost Bob more? A TV ad? Billboard? Radio time or an article on his website to help his target customer?

That is a quick example of inbound modern marketing. There is more to it, of course. Perhaps you checked Bob's reviews on Yelp or read more about him on his website. Perhaps you followed his Facebook page and later bought a new mower from him due to the continued trust he built with you via his helpful content.

You can use this same process for your Christian school marketing. You have the experts on your campus. You know your message and your target market's needs. You can post content on your website and advertise it to a specific target market on Facebook with interests like Ken Ham, Liberty University, Baptist churches, etc.

Inbound marketing helps you to deliver your message and help to the target audience you're looking for so they find you and come to you for help. Funnel level specific communication helps you to capture their contact info and provides warm leads to follow up with.

Now, compare again with those examples in mind. How can you make inbound work for you?

The old traditional marketing way vs. the new marketing way

New (Inbound) Marketing	Old (Outbound Marketing)
Examples: Google search, social media, website and webinars	Examples: Radio, TV, print ads, cold calls, banner ads and billboards
Draws the seeking customer to you with helpful content they find when they are looking for answers	Pushes your product or service when customers are typically not interested
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Marketer seeks to help	Marketer seeks to promote self and not really help the non-buyer
Communication is two-way and interactive.	Communication is one-way. Here's why we are better than others.



[Click Here to Watch a couple of 2 minute videos on Inbound Marketing](#)

Inbound Marketing Communication Plan Development

- ▶ For **each** funnel level, you have to determine the following types of data:
 - ▶ What are the characteristics of people in that level?
 - ▶ Their questions
 - ▶ Their interest in your school
 - ▶ Their pain points
 - ▶ What are the best communication channels for that level?
 - ▶ Social media
 - ▶ Video
 - ▶ Website
 - ▶ Email
 - ▶ Phone call
 - ▶ Visit
 - ▶ **Content that flows from the core message**
 - ▶ Helpful articles?
 - ▶ eBooks or guides?
 - ▶ School promotion (what aspects at what levels in the funnel)
 - ▶ Cost to reach and convert to next level
 - ▶ Advertising costs
 - ▶ Give-a-ways?
 - ▶ Staff salary?
 - ▶ What else?
 - ▶ Qualifications of moving to next level so you can track them
 - ▶ They clicked to the website?
 - ▶ They downloaded a book and filled out a form?
 - ▶ See previous pages on this subject.

An Abbreviated Example of an Inbound Marketing Communication Plan

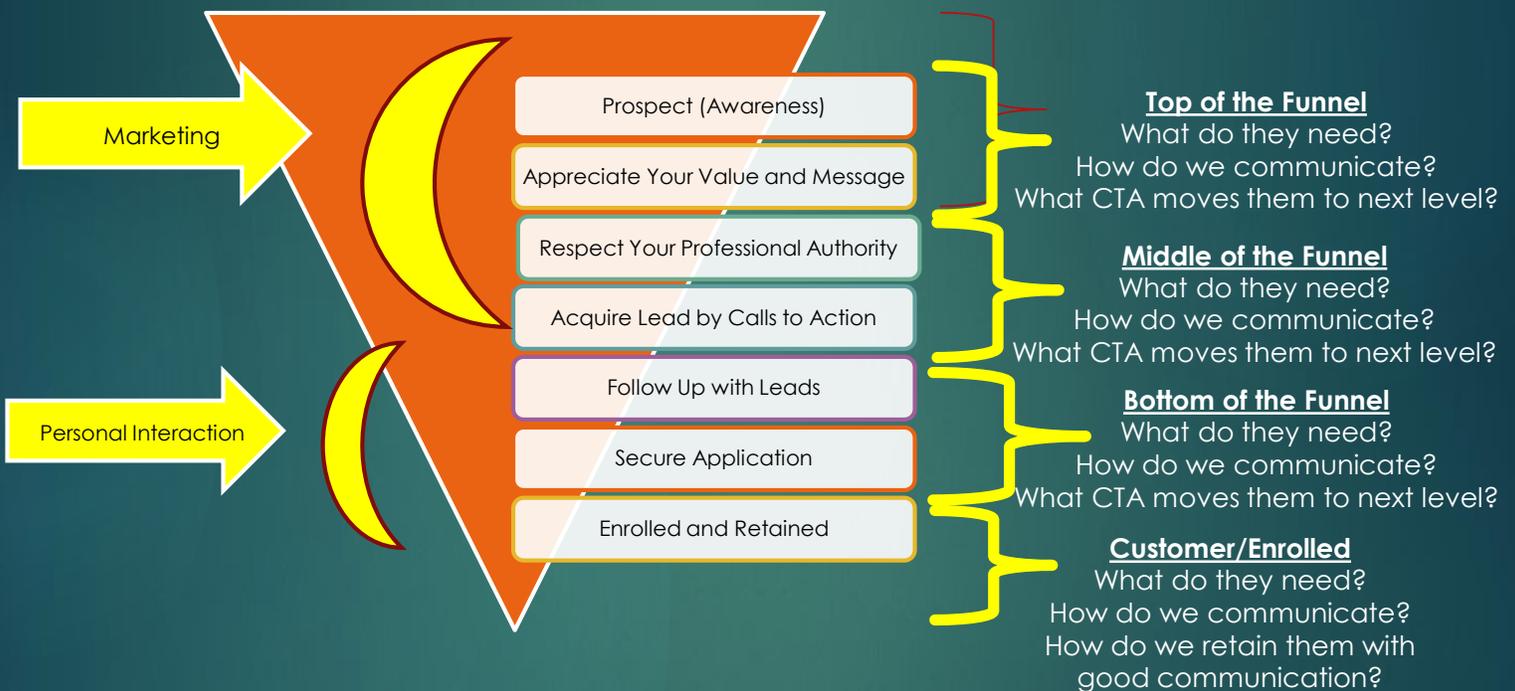
- ▶ I know this may sound complicated, but it really isn't.
- ▶ Let's look at a quick example.
- ▶ For each of the levels of this particular funnel, you'll want to establish some communications. These communications should:
 - ▶ Flow from the core message
 - ▶ Not sound stuffy and braggadocios
 - ▶ Be strategic in the sense that they help move people to the next level. (from awareness to appreciation to respect for your school's professional authority to inquiring about the school)
 - ▶ ***Have a call to action (CTA). This is very important. Don't leave your prospective hanging. Ask them to take a next step—always!***

Every page on your website and every promotional message should have some sort of CTA. Even your personal interactions should contain a CTA.

Ideally the CTA in the communication plan moves them toward the next level of the funnel.

Communication Plan Example...

[Click Here](#) for a good explanation of this from Hubspot.



Comm Plan Brainstorming Ideas/Questions To Use with Each Level (Top, Middle, Bottom)

- ▶ Who is this person?
 - ▶ We know they are part of our target market (because we advertised the content on social media to our target market).
 - ▶ They know very little about us.
 - ▶ Go back to your persona work to determine the person and their needs.
- ▶ What content is best?
 - ▶ An article on raising godly children in a ungodly culture?
 - ▶ A short video from Mrs. 3rd Grade Teacher on teaching 3rd grade history with a biblical worldview?
 - ▶ Pictures of high school or elementary chapel with a few quotes.
- ▶ What is the CTA?
 - ▶ Visit the website to read the article? (Include other CTAs on the article page.)
 - ▶ Learn more about Mrs. 3rd Grade Teacher and all our faculty – Click here . . .
 - ▶ Listen to a recent chapel message . . . Click here.
- ▶ **How do we reach the person with the content and drive them to our website?**

Let's Apply Inbound Marketing via Social Media and Search to Our Communication Plan



Top of the Funnel Thoughts: Building Awareness

- Generate High-Level Awareness
 - Who are we trying to make aware?
 - What demographic groups?
 - What age groups?
 - What type of people?
 - Where are they?
 - How do we make them aware and create interest?

***Do Your Target Audience Persona
Work !***

***This will help you understand the
top level and how to
communicate.***

People in the Top of the Funnel

(These types of description and Q&A below used for your school helps you know and answer the questions of what they need to know, how we communicate it and what are the best CTA for this level.)

- ▶ Who is in this level?
 - ▶ **Perhaps you'd say any Facebook targeted audience member who saw our post**
- ▶ What are their characteristics
 - ▶ Person is aware of:
 - ▶ Our presence
 - ▶ Our purpose of Christian higher education – not necessarily much else
- ▶ What do we need to tell them about us at this time?
- ▶ How do we tell them? Articles, videos, events?
- ▶ What medium do we use to communicate to them?
- ▶ How much will this communication cost?
- ▶ What is the CTA for this group that moves them to the next funnel level?

Top of the Funnel Strategy Suggestions

- General awareness strategies to implement and/or continue in order to increase this number of targeted market people in the top of your funnel:
 - Website built as a robust prospective student tool
 - **Blog and online content on your website specifically for target audience (videos, weekly online digest, Friday updates and more—all advertised via social media to your target audience)**
 - Advertising the content of your website to your target market on SOCIAL MEDIA – This drives traffic to your website from people in your target market.
 - Have CTA on with all website content to keep them on your website and capture contact info of those interested.
- Other Advertising Ideas
 - Online directories
 - Local radio talk shows about relevant topics
 - Radio ad spots/community service announcements
 - Gutsy PR moves – Crazy video day and post them online?
 - Profile/purchase names?
 - Visit local churches with a ministry team?



**Don't
Miss This
!!**

Let's Apply Inbound Marketing via Social Media and Search to Our Communication Plan



[Click Here](#) for a good explanation of this from Hubspot.

People in the Middle of the Funnel

(These types of description and Q&A for your school helps you know and answer the questions of what they need to know, how we communicate it and what are the best CTA for this level.)

▶ Who is in this level?

- ▶ Demonstrated an interest in our school by following a CTA where they gave us contact info.
- ▶ Indicated a willingness to have us call
- ▶ Requested info or resources
- ▶ Contacted us directly

▶ Person is aware of:

- ▶ Our basic beliefs, they have researched our website, download a guide perhaps, have a basic understanding of who we are, but now have deeper-level questions perhaps . . .
 - Should we try it?
 - Would our children fit in there?
 - What do they believe about aspects of doctrine (Creationism perhaps)
 - How much does it cost?
 - Do they want us to visit?
 - What would the kids wear there?

Middle of the Funnel



Again, you must discuss these questions as you work through your plan . . .

- ▶ What do we need to tell them about us at this time?
- ▶ How do we tell them? Articles, videos, events, campus visit, phone call, student shadowing program, etc.?
- ▶ What medium do we use to communicate to them? This is where we start moving from less personal marketing to personal communication options like emails, phone calls and/or postal mail.
- ▶ How much will this communication cost?
- ▶ What is the CTA for this group that moves them to the next funnel level?
 - ▶ Probably an invitation to meet face to face for a visit, interview, etc. If they accept, that moves them to the **Bottom of the Funnel.**

Possible Middle Funnel Comm Strategies

- Resource download with email ask (guides, white papers or how-to videos)
- Campus Visit Day invitation
- Financial aid email opt-in on website
- Event with data gathering options (School Carnival, etc.)
- Facebook lead generation options
- Sign up for our weekly Christian Parenting Digest
- Local churches – Leave CTA cards with website info and option to download a helpful guide of some kind (where you'll ask for their contact info)
- CALL TO ACTION SHOULD BE FOR A PERSONAL CONTACT OF SOME KIND
 - Campus visit
 - Moms calling moms
 - Shadow a student program

Let's Apply Inbound Marketing via Social Media and Search to Our Communication Plan



[Click Here](#) for a good explanation of this from Hubspot.

People in the Bottom of the Funnel

(These types of description and Q&A for your school helps you know and answer the questions of what they need to know, how we communicate it and what are the best CTA for this level.)

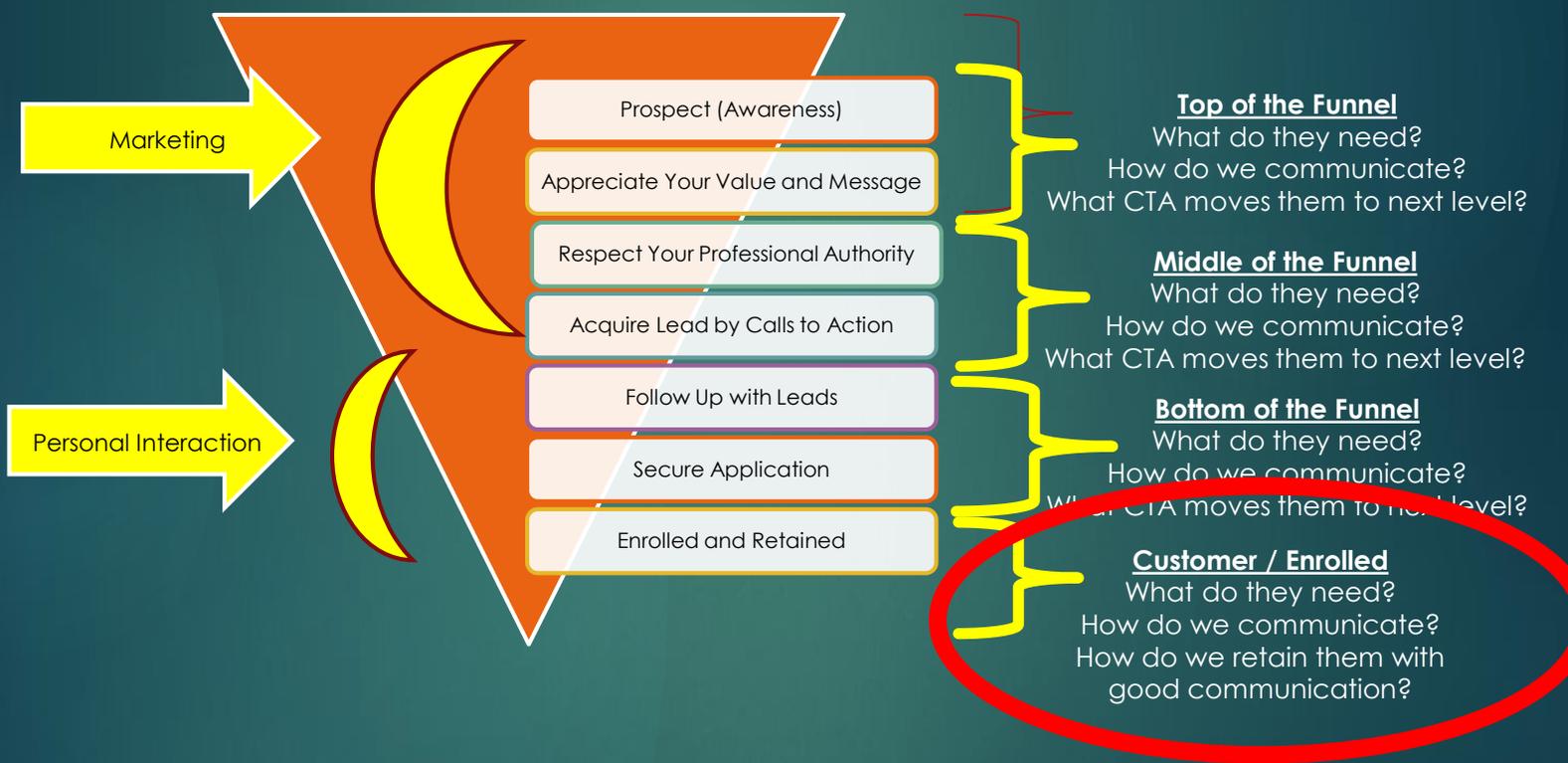
- ▶ Who is in this level?
 - ▶ **Hot Prospect – Engaged school in Personal Conversation = Any of the following**
 - ▶ Requested “further info after initial requests”
 - ▶ Downloaded a qualifier resource from website
 - ▶ Called the school with questions
 - ▶ Campus visits, etc.
 - ▶ This is where most casual personal staff and church contacts are inserted into the funnel, i.e., a pastor or parent gives you a name of an interested family.
- ▶ Person is aware of:
 - ▶ Most everything they need to know **in general**. They have visited, had interview with administrator and spent time on campus.
- ▶ What do they need now at this Bottom of the Funnel level?
 - ▶ Can we afford this?
 - ▶ What is the value compared to my other options?
 - ▶ What are the drawbacks for our family? (Your job is knowing what those are and trying to overcome them with the family.)
 - ▶ THEY NEED ADEQUATE FOLLOW UP—PERSONAL BUT NOT PUSHY.

Bottom of the Funnel Strategy Ideas



- Hopefully they have joined one of your weekly list options (Parent Digest or something similar that is a non-invasive reminder of your school).
- Hopefully they still are seeing your posts on social media, reminding them of who you are.
- Pair them with an ambassador family to answer any remaining questions and put them in touch with the right resources for help.
- Invite them to an open house or luncheon.
- Scholarship information and financial aid follow-up
- Honors program testing
- Tickets to one of your school's fine arts programs
- Etc.

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A Few Thoughts about Retention

(Remember: it is the other part of the enrollment plan.)

You should have an effective communication plan for retention as well as recruitment. We have focused on recruitment here, but what is your plan for retaining and helping your satisfied customers spread the word to others?

A Few Thoughts about Retention

Here are a few ideas on retention communication plan elements.

- ▶ A weekly Parenting Digest can be used for recruitment and retention.
- ▶ Regular communication from administration and teachers
 - ▶ In your communications, please remember to not only give updates on what is happening but also reinforce that core message we discussed earlier. Your customers need to be reminded what that message is and how you are fulfilling your promises to execute your mission and purpose.
 - ▶ Articles on how you are implementing the mission in sports, fine arts, field trips, chapel, etc. are great. A video clip of chapel, a snapshot of a student's Bible notes and the list could go on . . .
- ▶ School programs
 - ▶ Use this time to reinforce the mission and message as well. Have some student or parent testimonies after the fine arts program. Have a student athlete pray or give a one-minute devotional thought before the game to the audience. The list could go on. Never miss an opportunity to communicate your core message and don't assume that they remember it.

A Few Thoughts about Retention

Here are a few ideas on retention communication plan elements.

▶ School surveys

▶ Use these to tackle problem areas that appear.

- ▶ Communicate why you aren't changing something that arises. (If it violates your mission and values, you can go back to your core message.)
- ▶ Communicate what you are going to change if something significant arises in the survey. How and When.
- ▶ Communicate all the areas that a high majority are pleased with. This helps those in the minority on an issue understand that they are in the minority.
- ▶ Publish results online for prospective parents to see.

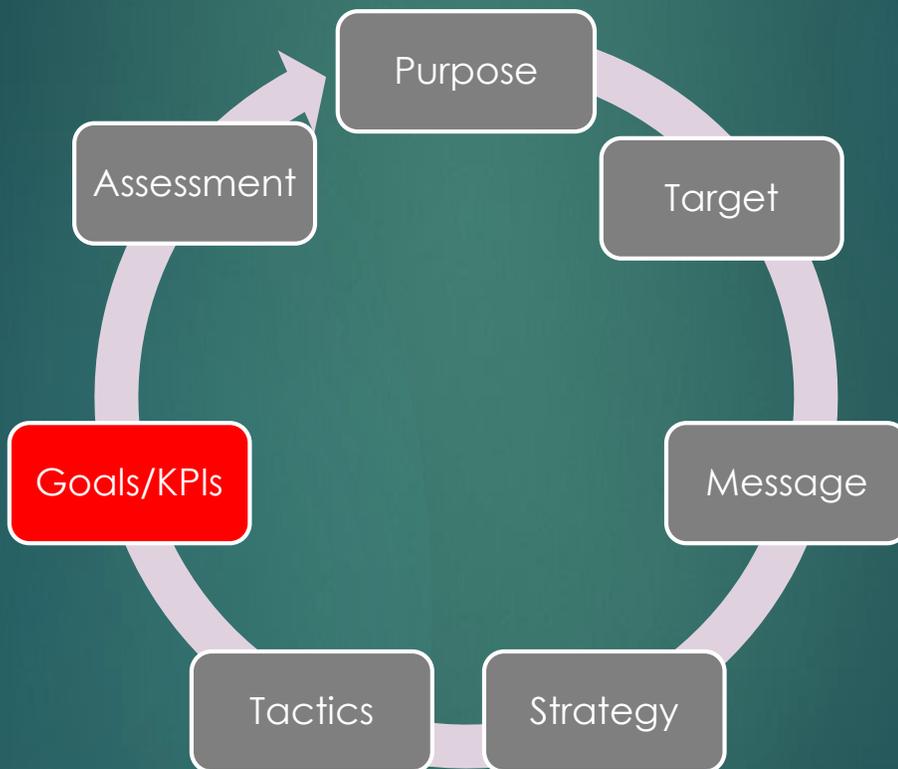
▶ Video interviews with parents and students posted online and on social media

▶ Graduate and alumni updates and testimonies to highlight success of your program for the future

Communication Plan Wrap-Up Summary

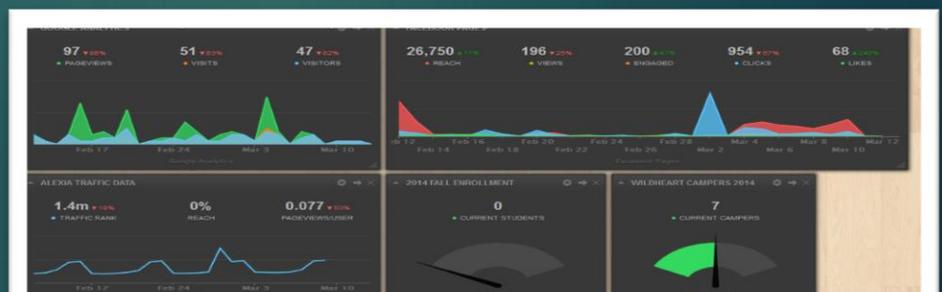
- Understand your target audience
- Develop your core messages first
- Develop and understand your target audience's needs at each funnel level
- Develop a communication plan for each level of the funnel in order to meet those needs and reinforce your **core messages**
- Develop a delivery method or appropriate channels to transfer your communication
- Strive for and always invite a response with calls to action – Two-way communication is the goal!
- Find champions to help with funnel-level communications and nurturing people through the funnel.
 - Bob helps with prospects to inquiry (Top of the Funnel).
 - Nancy helps with inquiry to hot prospect (Middle of the Funnel).
 - Gary helps with personal contact follow-up (Bottom of the Funnel).
 - Blake helps with retention communications
 - Hold team meetings monthly.
 - Measure and track data.

Enrollment Planning



Enrollment Plan Outline

- Institutional Purpose/Mission
- Institutional Strategic Plan
- Enrollment Plan
 - Retention
 - Recruitment
- Target Market
- Sharpen the Message
- Establish a Marketing Funnel
- Create a Communication Plan That Corresponds with the Message and the Funnel
- **Measure Data, Set Goals and Watch KPIs**
- Assess and Adapt Weekly
- Review and Change Yearly



Measure Data

- ▶ Determine what to measure:
 - ▶ Funnel data
 - ▶ Conversion data | How are people progressing through your funnel?
 - ▶ Inquiries
 - ▶ Communication consumption | What topics on Facebook get more engagement? Which drive more traffic to your website? Which seem to drive new traffic to your website?
 - ▶ Website analysis
 - ▶ Visitors, geo, pages viewed, entrance pages, exit pages, average length of time on the site and more. More to come on this.
 - ▶ Facebook analysis
 - ▶ Applications and date of application
 - ▶ Financial aid
 - ▶ And more . . .
- ▶ Pro Tip
 - ▶ There are some great free or mostly free apps you can put on your phone to check data on the go. Some of our favorites:
 - ▶ Google Analytics App
 - ▶ iDashboard
 - ▶ Facebook Pages App

Goals, Key Performance Indicators and Data

- ▶ Hopefully you have been tracking website data in addition to enrollment numbers. Here is some data information you should be tracking from your online properties.
- ▶ **Website** visits throughout the year. What pages are being visited most? What months have the highest visits? How does this compare with inquires? How long people are staying, and what pages they are entering and leaving your website from. All this helps assess how to continually improve your website and strategically make it the incredible recruiting and retaining tool that it can be.

Pro Tip – Use Google Analytics for this. It is Free! There is an app for your smart phone, too.

- ▶ **Social Media**—especially Facebook. How big is your audience? How much is it growing? How does this translate to website visits? What posts get the most traffic, shares and engagements? How can you use it more effectively?

What the Data Produces

	2010	2009	2008
Prospects (any contact)		24009	27901
% Change Overall from Previous Year		-14%	229%
Inquiries (demonstrated potential interest)	6114	5314	5912
% of Prospects to Inquires	Increase total by 15%	22%	21%
% Change Overall from Previous Year	15%	-10%	18%
Hot Prospects (engaged us in conversation)	3057	2314	2821
% of Inquires to Hot Prospects	50%	44%	48%
% Change Overall from Previous Year	6%	-18%	-38%
% of Prospects to Hot Prospects		10%	10%
Very Hot Prospects (escalated conversation or higher probability to apply, ex: admin contact)	1222	841	1027
% of Hot Prospects to Very Hot Prospects	40%	38%	38%
% Change Overall from Previous Year	4%	-18%	-3%
% of Inquires to Very Hot Prospects		16%	17%
% of Prospects to Very Hot Prospects		4%	4%
Potential Applicants (started or requested application)	733	684	700
% of Very Hot Prospects to Potential Applicants	60%	81%	68%
% Change Overall from Previous Year	-21%	-2%	4%
% of Hot Prospects to Potential Applicants		30%	25%
% of Inquires to Potential Applicants		13%	12%
% of Prospects to Potential Applicants		3%	3%
Applicants (received the at least the application)	293	270	280
% of Potential Applicants to Applicants	39%	39%	37%
% Change Overall from Previous Year	0%	4%	-24%
% of Very Hot Prospects to Applicants		32%	25%
% of Hot Prospects to Applicants		12%	9%
% of Inquires to Applicants		5%	4%
% of Prospects to Applicants		1%	1%
Accepted (potential enrollee)	219	203	204
% of Applicants to Accepted	75%	75%	78%
% Change Overall from Previous Year	0%	0%	-17%
% of Potential Applicants to Accepted		30%	29%
% of Very Hot Prospects to to Accepted		24%	20%
% of Hot Prospects to Accepted		9%	7%
% of Inquires to Accepted		4%	3%
% of Prospects to Accepted		1%	1%
Enrolled (matriculated)	208	192	185
% of Accepted to Enrolled	95%	95%	91%
% Change Overall from Previous Year	0%	4%	-15%
% of Applicants to Enrolled		71%	71%

Goals, Key Performance Indicators and Data

More data tracking:

- ▶ **General Email List Growth** – Hopefully you have some kind of newsletter, parent digest, etc. that can be sent to both student families and target market families, alumni, grandparents, etc. This list should be growing. Is it? How much of the content sent is being read, shared, responded to, etc.? How will you know how to make it better if you don't measure?
- ▶ **Inquiries (Middle of the Funnel)** What time of year and how many? For most schools this shouldn't be too hard to track. This can be easily used year after year to compare, measure and see how you are doing. How many inquiries have you had YTD compared to the past three years? What does that mean for enrollment? How will you adjust the strategy accordingly to get more inquiries or add more teachers?

Goals, Key Performance Indicators and Data

More data tracking and monitoring:

- ▶ **Search Engine Results and Key Words** How you rank when people search for “Christian Schools in Your City” and what pops up in the search result? How many people are finding you through searching for your school? What key words are they using to search and find your school?
- ▶ **Bottom of the Funnel** How many phone calls have you had from prospective families YTD? How many campus visits? How many applications? How many applications for financial aid or honors testing? What does this mean compared to previous years, etc.?
- ▶ **Retention** What number are you retaining from year to year from elementary to jr. high to sr. high? Where are the numbers lacking, and what can you do? How many are you losing during the summer months each year? The list could go on.

Budget spending on Enrollment What is working? What funnel level needs more spending? What has your advertising done to raise funnel numbers? What is your return on investment for the money your spending to recruit?

IF IT MOVES, TRACK IT

Goals, Key Performance Indicators and Data

Goals and KPIs

With data, you can get a better picture of what is happening with your enrollment. Where is your funnel missing good numbers? Where is it leaking or where are you losing prospects? You can analyze this with your team and make educated strategy adjustments, set goals and watch for key performance indicators throughout the year.

You can better determine the type of online advertising and blogging you should be doing. You can adjust your website for better search engine results. You can adjust your Facebook and other social media strategy to drive more targeted traffic to your website.

Set realistic and strategic goals based on actual data trends for your funnel. Have you observed for three years that 15 percent of your Top of the Funnel numbers actually become students? Great! An increase on TOF numbers should impact the bottom line student number. Set a goal with a strategy to increase that TOF number. You get the idea.

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Assessments



We are back to the top of our cycle. In addition to regular meetings on how enrollment planning is going throughout the year, at least once a year, plan a lengthy assessment of your school ministry with the key members of your team. Assess your purpose, core message, communications, data, goals and results. What needs to be adjusted? How can you improve? What mistakes did you make? How can you grow? Are you on mission?

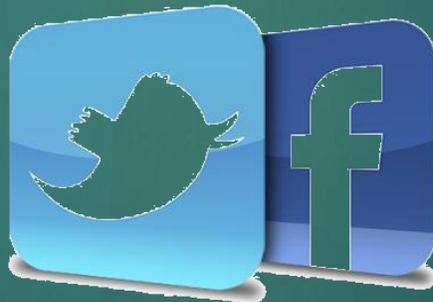
And You've Been Saying



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- ▶ Read some case studies.

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Other Helpful DIY and Research Resources

- ▶ [Hubspot Marketing Blog](#)
- ▶ [Duct Tape Marketing Blog](#)
- ▶ [Social Media Examiner Blog](#)
- ▶ [Co-Schedule Marketing](#)
- ▶ [Purpose Launch Fuel Tank Subscription](#)
- ▶ [Purpose Launch Website Tools](#)

Tools – Free and Otherwise

- ▶ Weebly
- ▶ MailChimp
- ▶ Survey Monkey
- ▶ Website Grader
- ▶ Purpose Launch Tools
- ▶ Canva
- ▶ Buffer

I hope this Enrollment Strategy Plan has been helpful.



The End?

I hope that you found some helpful take-a-ways in this overview. This was not meant to be a comprehensive work but rather a helpful guide. It is a work in progress with a few errors I'm sure. This rough draft is an effort to jump start the process while I work toward a final product.

I hope it is the start of a two-way conversation if you feel I can help you with some free advice for the DIY folks or perhaps even as a partner in ministry.

Please contact me to discuss this further and help make application to your particular ministry.

Please give me your suggestions on how to make this better. I do eventually want to have an e-course for administrators. This is the beginning, so I welcome your input.

I hope to hear from you.

Kind Regards,

A handwritten signature in black ink that reads "Mike". The signature is fluid and cursive, with the first letter being a large, stylized "M".

Mike Glanzer

906-396-1159

www.PurposeLaunch.com

My goal is to connect 100 families with quality Christian schools in the next three years.

If you are a DIY school, we are here as a resource.

If we can partner with you and help with your plan, that would be great, too.

Either way, I hope you'll get in touch.



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