



A division of Christian Brothers Services

A partnership between Catholic Extension and Catholic School Management supporting the viability and vitality of Catholic schools in mission dioceses.

Strategic Management & Development Program



SMDP Objectives

Year 1 2011-2012

- Clarify Foundational Documents
- Prepare and Implement a Strategic Plan
- Initiate Marketing and Enrollment Analysis and Strategies

Year 2 2012-2013

- Prepare and Implement a Comprehensive Communication Program

Year 3 2013-2014

- Establish or Enhance Programs of Annual Giving
- Document Enrollment & Marketing Programs in an Enrollment Management Plan

Year 4 2014-2015

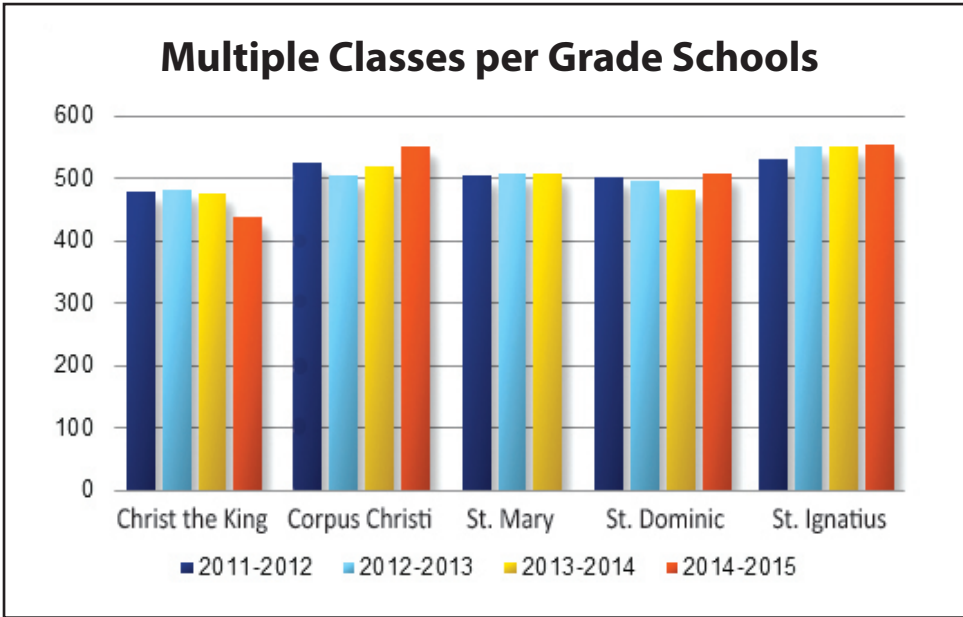
- Establish or Enhance Programs of Planned Giving to Build Endowment

A History of Growth, Change & Adaptation

There are **10** Catholic elementary schools and one stand-alone pre school in **Mobile** and **Baldwin** Deaneries. These schools are diverse in many ways: size, grade structure, staffing, demographic considerations and other factors. Yet, all schools share the **identity** of being vibrant communities grounded in the **Catholic** faith.

Elevated to the status of Archdiocese in 1980, this area's Catholic population has continued to grow and remains strongest in Mobile and Baldwin Counties. Migration of Catholic families into the area, along with an increasing Hispanic population, creates a clear need for Catholic schools in which students can live their faith and grow in environments where Catholic values and social teachings are woven into the fabric

of daily learning. Although 10 schools participated in the SMDP, one school chose in Year 3 to work independently on its advancement needs, and one school was able to "graduate" early due to accelerated completion of program objectives. An additional school only spent one year in the program (2013-2014) to focus work on the development of foundational documents and a strategic plan.



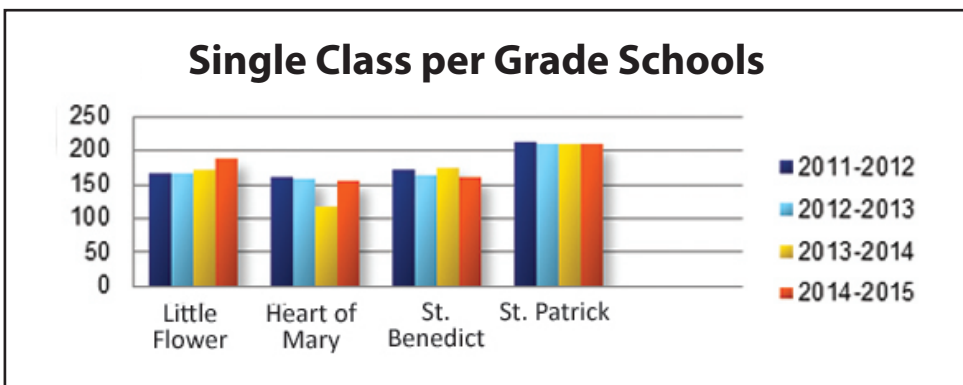
Larger schools benefit from a deeper pool of parent volunteers, teachers, and staff to call upon to assist with enrollment activities. The ongoing challenge is maintaining class sizes that adequately support budgets for staffing of multiple classes per grade even when confronted with low birth rate/baptism years, economic fluctuations, and increasing demand for financial assistance.

Marketing for Image and Enrollment *...combined with data-driven enrollment analysis*

The enrollment process for students and families has three distinct phases: recruitment, admissions and retention. The SMDP works with schools to capture data with which to analyze each phase of the enrollment process. Enrollment management spreadsheets are customized for the grade levels present at each school and capture historical and current enrollment figures from which to understand student attrition patterns and make informed enrollment projections. Recruitment events were

also enhanced, and in some cases, redesigned for greater impact and personalization of the experience. Data capture at these events was used to analyze marketing practices and determine those yielding the greatest return on investment. All schools enhanced their retention practices through the institution of annual Parent Satisfaction Surveys as a means to capture data on a yearly and longitudinal basis. Retention was targeted with specific strategies executed during the re-enrollment

window for current school families including activities such as “Look-Ahead-A-Grade” events for both students and parents. All schools worked to enhance use of social media via such tools as Facebook, Instagram and YouTube videos to deliberately market to the age-group parents that gather, share and interpret information via social media sites, including parent review and testimonial sites.



Smaller schools face the challenge of running robust enrollment programs with fewer teachers, parent volunteers, and other staff to assist with marketing, communication, and event management.

What I Liked Best About the SMDP

From a pastor:

"Goal oriented, empowerment, a clear vision."

From principals:

"The common sense resources and scaffolding combined with caring and expert guidance."

"Very clear plan that works."

From an assistant principal:

"Step-by-step process and follow through."

From advisory committee members:

"Excellent program to establish the fundamentals to be successful."

"An honest attempt to save our Catholic schools."

From volunteers:

"Long-term strategies for improving the future of the school."

"Unbiased assessments."



ST. Dominic Catholic School Receives an SMDP Certificate of Completion
Acting Principal, Faculty, Board Members, Parent Volunteers, Parishioners and CSM Consultant

Engaging Volunteers Catholic School Governance

In the Archdiocese of Mobile, elementary schools operate with Advisory Committees to provide support and insight to a school's administration. While the SMDP mobilizes school staff and volunteers into various committees in order to attend to the many objectives of the Program, it is the Advisory Committee that ultimately takes a leadership role working in collaboration with school administration upon the completion of the SMDP. For this reason, the development of sub-committees of the Advisory

Committee is essential, particularly to ensure ongoing oversight of the implementation of each school's strategic plan. Recommended subcommittees follow adopted by-laws and include an active Development Committee, among other standing committees, which includes membership devoted to major areas of focus:

- Enrollment and Marketing
- Communication
- Annual Fund
- Planned Giving

SMDP Achievements School by School GROWTH

CHRIST THE KING

From no annual fund, to a 2nd year total of \$50,000 used to build an outdoor patio space for eating, playing and learning

ST. PATRICK

Created new logo, marketing brochure, consistent color and brand to all materials

ST. BENEDICT

Successfully engaged in outreach to Hispanic families after receiving a grant for this purpose

LITTLE FLOWER

As a result of communication of the strategic plan, a parishioner donated to replace the roof and windows of the school

ST. IGNATIUS

Expanded outreach and structure of annual fundraising event resulting in highest profits to date

MOST PURE HEART OF MARY

Strategic planning process grew alumni involvement resulting in expanded database and an event that raised more than \$15,000

CORPUS CHRISTI

Planning process led to the incorporation of the separately run parish preschool and daycare under school leadership to solidify student retention into Kindergarten through Grade 8 program

ST. MARY

Prepared an Enrollment Management Plan to address growth in enrollment as the school approached full capacity

ST. DOMINIC

Enhanced marketing and outreach resulted in growth in entry level enrollment allowing for expansion of PreKindergarten programs and facilities

Engaging Volunteers

Year 1

"What have we gotten ourselves into? We'll never find that many people willing to work on behalf of the school!" While all principals likely thought or said something similar to this, all experienced the power of the SMDP in engaging volunteers through attendance at seminars to learn how to help, and working on committees to provide that much needed help. At the initial school meeting, some only had 3 individuals present.

Year 4

All schools engaged at least 6 and some as many as 13 more volunteers at meetings, with additional volunteer support on Annual Fund and other subcommittees.



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Catholic School Management is a full-service, comprehensive, consulting organization supporting the educational ministry of the Catholic Church with research, direct consultative guidance, training programs and publications. Catholic School Management provides the highest level of professional and personalized service to Catholic educational institutions worldwide. Catholic School Management is committed to working with Catholic schools, Dioceses, parishes and religious communities, as well as School Boards, administrators, teachers, parents and volunteer leaders in order to ensure the quality, vitality and long-term viability of Catholic education. Consultants with extensive depth and breadth of experience carefully monitor current research and apply proven strategies to both consulting and training.

In order to make certain that Catholic schools not only survive, but flourish, the staff of Catholic School Management believes that careful planning, sound management and effective leadership are the cornerstones of educational excellence.