ENROLLMENT CHECKLIST, INITIAL ASSESSMENT

APPROACHES TO STRENGTHENING CAMP ENROLLMENT

Background and Purpose

Most Jewish camps face enrollment challenges at one point and almost all are interested in strengthening their future enrollment. This document is a brief summary of ways in which overnight camps can do so.

It is based on work through JCamp 180 with a number of camps, where previous versions of this document have been used, as well as with day and supplementary schools for which many of the same approaches apply. Although it touches on all elements of enrollment, the document is primarily focused on marketing and promotion.

The document can be used as a checklist to compare your camp's current approach and/or to guide future approaches taken by your Board and senior staff to manage your enrollment. It also is intended to help Mentors help their camps diagnose enrollment challenges and opportunities, develop strategies to address them, and provide access to enrollment best practices and resources.

ENROLLMENT CHECKLIST AND SELF-ASSESSMENT

TOPIC	Current Status (A)	Aspiration (B)	How do we move from A to B?
A. ENROLLMENT STRATEGY			
1. Develop and update the Camp Enrollment Strategy			
B. RESEARCH AND DATA COLLECTION			
2. Conduct retention analysis			
3. Conduct market research			
4. Undertake a return on investment (ROI) analysis for camper recruitment and retention			

1. Establish a camper enrollment data system to support recruitment and retention			
C. TARGET CAMPER SEGMENTS/ GROUPS and THEIR MOTIVATIONS			
2. Identify maximum camper population goal			
3. Identify priority target segments/groups			
4. Develop an understanding for each target groups with respect to their awareness, motivations and perceptions regarding camping and your camp			
5. Understand and develop responses to target group "objections"			
6. Prioritize which market segments to target			
D. MARKET POSITIONING and BRAND			
7. Identify the competition and the relative strengths and weaknesses of your camp			
8. Determine your camp's desired brand in the marketplace			

J**camp**180 From STRENGTH to STRENGTH

E. ENHANCING THE CAMP EXPERIENCE			
1. Identify improvements to the camp experience that will increase enrollment			
F. PRICE POSITIONING			
2. Identify changes to pricing with the most beneficial impact on enrollment and net income 3. Continue to operate or even develop your own incentive programs			
G. MESSAGING			
4. Develop messages tailored to each of your camp's target groups.			
5. Develop "reasons to believe"			
H. PROMOTE THROUGH OTHERS			
6. Encourage and support alumni parents, staff and campers to send their kids and make referrals to the camp			
7. Operate free or low cost programs that showcase the camp's values, staff and approach			

Jcamp180™
From STRENGTH to STRENGTH

1. Identify, create and leverage feeder systems during the non-camp year			
2. Encourage organizations affiliated with the camps (e.g., synagogues, JCCs, Kens) to promote the camp			
3. Promote the camp to organizations which serve concentrations of the camp's target group			
4. Identify key "community" influencers and educate and engage them about the camp			
5. Hire a broker, (i.e., paid specialists/ intermediaries)			
6. Encourage graduating "families" to find a replacement camper			
J. PRIORITIZE VEHICLES TO COMMUNICATE WITH MARKETPLACE AND TARGET CUSTOMER GROUPS			
7. Develop marketing materials that communicate your camp's brand, key messages and reasons to believe to the priority target groups			

1. Operate a Parents' ambassador program			
2. Support and leverage Board staff and alumni to serve as ambassadors.			
3. Provide incentives for parents, alumni and others for successful referral of campers			
K. SELLING			
4. Design and execute an effective selling process			
L. LINKS TO FUNDRAISING			
5. Ensure a synergistic relationship between enrollment and fundraising			
M. ORGANIZATION			
6. Ensure key organizational and infrastructure elements are in place to support effective management of enrollment			

E. HOW EXISTING JCAMP 180 OFFERINGS COMPLEMENT AND INTEGRATE

- Strategic planning
- Governance and board development
- Fundraising
- Data, technology, and communications
- Coaching

F. OVERVIEW OF CURRICULUM MODULES, INCLUDING FINAL PRODUCT