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**ENROLLMENT COMMITTEE DEVELOPMENT**

**SAMPLE JOB DESCRIPTION – ENROLLMENT LEAD**

The Enrollment Lead reports to the school Principal and is responsible for planning, management and, execution of enrollment management activities.

**MAJOR RESPONSIBILITIES:**

**Enrollment**

* Collaboration with the Principal and Office for Catholic Schools to develop and execute school enrollment management plan.
* Create and lead school Enrollment Committee, a subcommittee of the School Commission, to set strategic goals and prioritize specific actions in accordance with plan.
* Recruit, direct and, motivate parent volunteers to support enrollment activities.
* Development and communication of school value propositions internally and externally.
* Creation of appropriate marketing materials, brochures, and registration collateral.
* Plan and manage multiple admissions events.
* Coordinate with school staff and volunteers to ensure school readiness in providing welcoming and accessible environment for all families at all times.

**Communication**

* Responsible for setting and maintaining professional writing and design standards for school communications. This includes, but is not limited to:
  + Print publications including school newsletter, marketing materials, giving program brochures, and direct mail pieces.
  + Electronic communications including website and email
  + Media relations including advertising and local media coverage of school events.

**Operations**

* Database planning: data acquisition and management of prospective family information.
* Creating and maintaining alumni database.
* Providing monthly report to Principal and the Office for Catholic Schools.
* Attending provided training by the Office for Catholic Schools and Fulcrum Foundation.

**Qualifications**

* Passion for Catholic education.
* Superior communication skills, ability to conceptualize and execute strategic plans, ability to interact confidently and effectively with school staff, students, donors, trustees, school administration, the media, and alumni.
* Experience in enrollment management, sales, marketing and or communication.
* Demonstrated leadership and effectiveness in developing teams and motivating volunteers.
* Technology proficiency.

**ENROLLMENT COMMITTEE DEVELOPMENT**

**SAMPLE CALL SCRIPTS FOR ENROLLMENT COMMITTEE RECRUITMENT**

The following is a suggested call script to help the Principal and Enrollment Lead make personal phone calls to potential members of the enrollment committee. This script can be used as a starting point, but it is important to speak in your own words, be excited, and share the vision.

Hello \_\_\_\_\_\_\_,

This is \_\_\_\_\_\_\_\_\_, and I am calling from \_\_\_\_\_\_\_\_\_ Catholic school.

This year we are developing a strategic Enrollment Committee (or other name) to help \_\_\_\_\_\_\_\_\_ Catholic school advance the vision to \_\_\_\_\_\_\_\_\_\_\_\_ this year.

We would love for you to join the team because we view you as a leader in our community and recognize your talents/experience in \_\_\_\_\_\_\_\_\_\_\_\_\_.

Would you be able to attend a meeting on \_\_\_\_\_\_\_\_\_\_\_ to help us set a strategic direction and have a conversation about the opportunities for growth at \_\_\_\_\_\_\_\_\_\_\_\_\_ Catholic school?

Activities of the Committee will include:

* Analysis of the school’s strengths and opportunities for growth
* Development of a new communication strategy for the school
* Creation of a new parent volunteer organization
* Planning and execution of admissions events to highlight the strengths of the school
* Ensure the long term sustainability of the school

We hope that you will be able to join us, are you interested in becoming part of this strategic committee. Are you able to make it to our first meeting on \_\_\_\_\_\_\_\_\_\_?

**ENROLLMENT TARGET WORKSHEET STEPS**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Enrollment Target Worksheet | | | | | | | | |
|  |  |  |  |  |  |  |  |  |
| Enrollment Goal: Fall 2015-2016: | | |  | |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| *Your School* | **Your Enrollment Goal** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| September 2014 Enrollment | Step 1 |  |  |  |  |  |  |  |
| Graduating Students | Step 1 |  |  |  |  |  |  |  |
| Anticipated Transfers Out | Step 1 |  |  |  |  |  |  |  |
| **Net Returning Students - Fall 2015** | **Step 1** |  |  |  |  | **Potential Revenue Growth** | | |
|  |  |  |  |  |  | **Full Tuition** | **50% Tuition** | **25% Tuition** |
| Required New Students to Reach Goal | Step 4 |  |  |  |  |  |  |  |
| **Goal for Next Year Enrollment** | **Step 2** |  |  | Avg. Tuition |  |  |  |  |
| **Net new students versus Year Prior** | Step 3 | ---> | X | $ Step 5 | = | $ Step 5 | $ Step 5 | $ Step 5 |

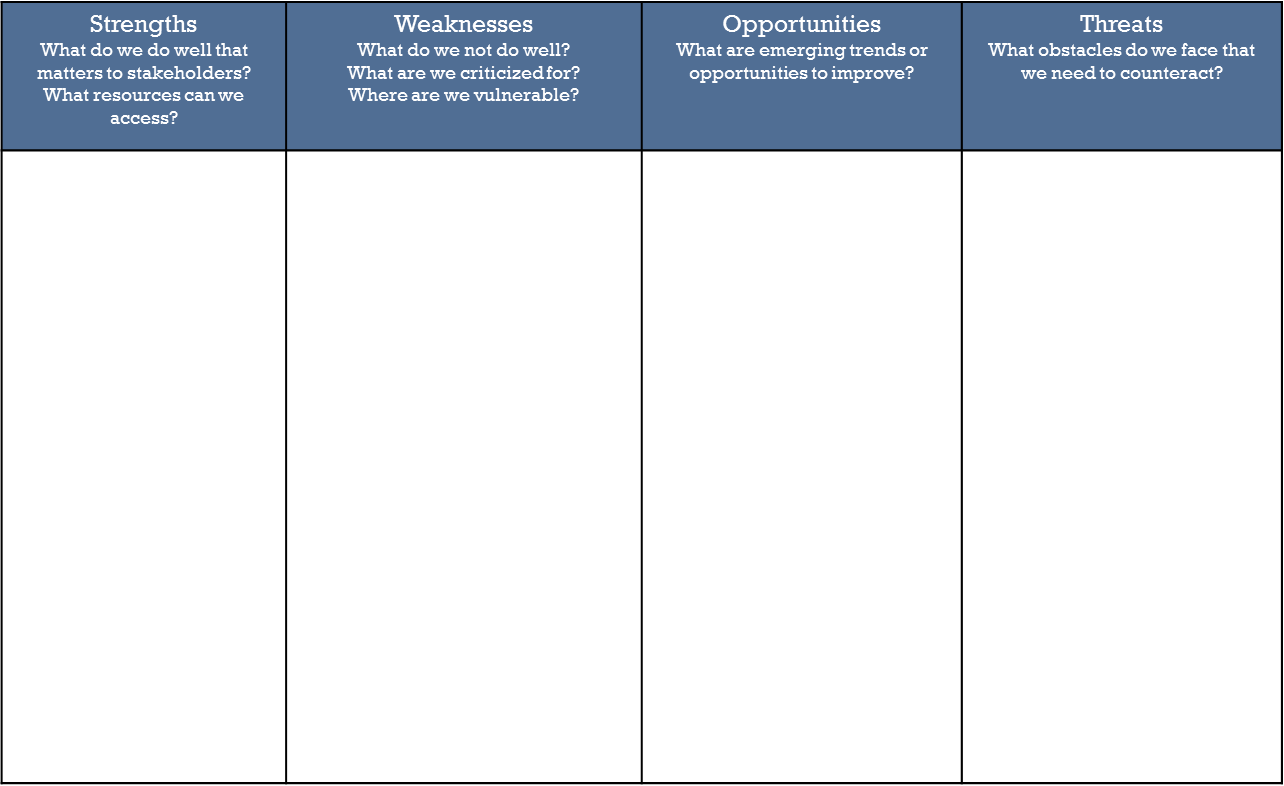
**Steps**

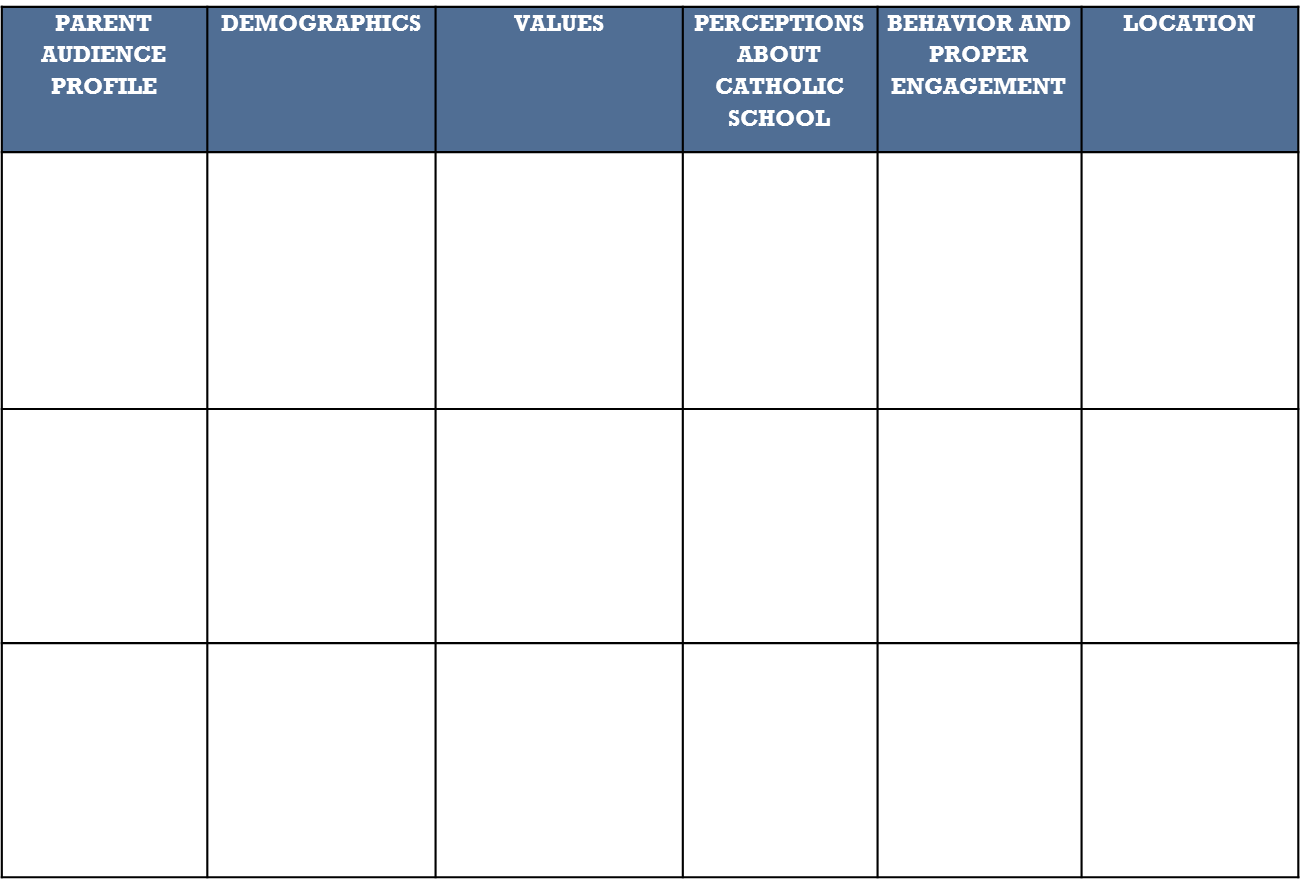
1. Find the school’s current enrollment, then subtract the number of anticipated graduating students and transfer students in the lines below. The difference is the anticipated number of students returning in the fall of 2015.
2. Determine the number of students that you would like to see total enrollment grow from September 2014 to September 2015. If enrollment was 215, would you like to grow to 225? Place that number in the “Goal for Next Year Enrollment” box.
3. Subtract “September 2014” enrollment from the “Goal for Next Year Enrollment” box. Place that number in “Net new students” box.
4. Add “Net New Students” with “Graduating students” and “Transfers” to get required new students to reach goal.
5. Determine Potential Revenue Growth by multiplying “Net new students versus Year prior” by your average tuition.

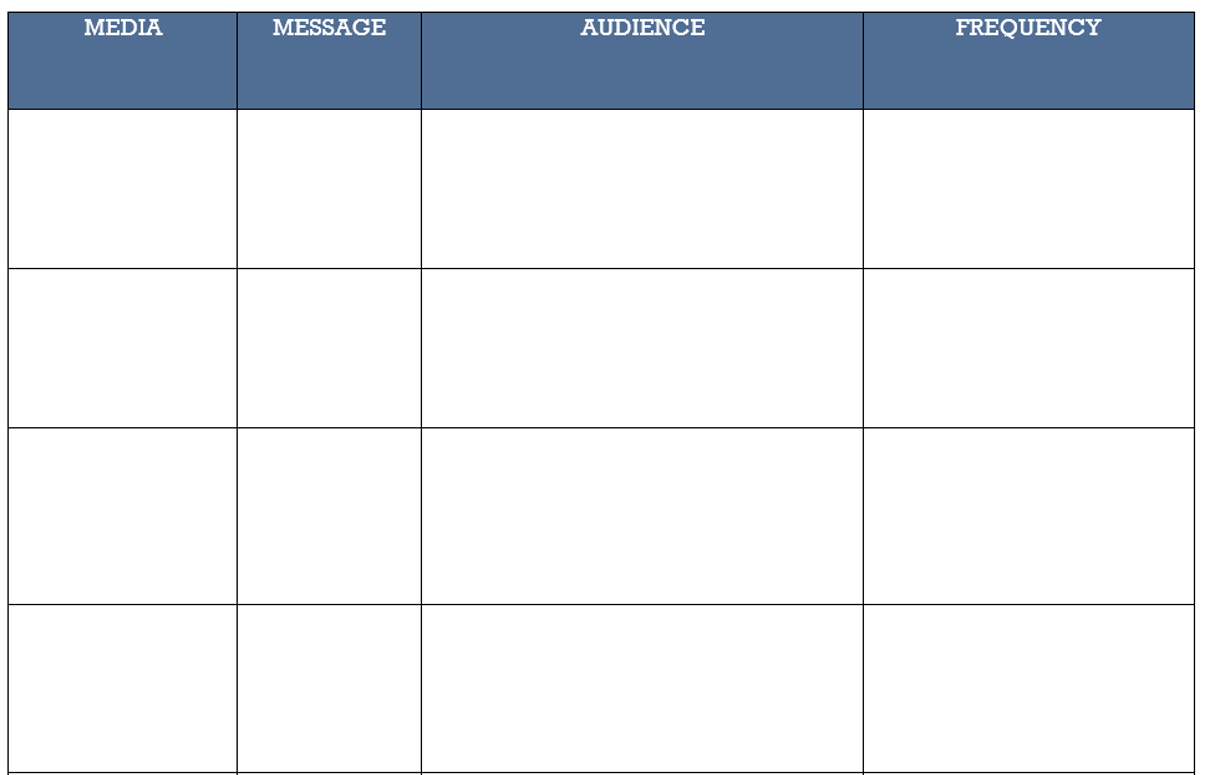
**ENROLLMENT TARGET WORKSHEET**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Enrollment Target Worksheet | | | | | | | | |
|  |  |  |  |  |  |  |  |  |
| Enrollment Goal: Fall 2015-2016: | | |  | |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| *Your School* | **Your Enrollment Goal** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| September 2014 Enrollment |  |  |  |  |  |  |  |  |
| Graduating Students |  |  |  |  |  |  |  |  |
| Anticipated Transfers Out |  |  |  |  |  |  |  |  |
| **Net Returning Students - Fall 2015** |  |  |  |  |  | **Potential Revenue Growth** | | |
|  |  |  |  |  |  | **Full Tuition** | **50% Tuition** | **25% Tuition** |
| Required New Students to Reach Goal |  |  |  |  |  |  |  |  |
| **Goal for Next Year Enrollment** |  |  |  | Avg. Tuition |  |  |  |  |
| **Net new students versus Year Prior** |  | ---> | X | $ Step 5 | = | $ | $ | $ |

**SWOT Analysis Worksheet**



**Audience Profile Worksheet**

**Communication Map Worksheet**

**Value Propositions Worksheet**

|  |  |  |  |
| --- | --- | --- | --- |
| Audience Profile(s) | Key Value Statement | Potential Proof Points: Why should they believe us? | Potential Communication Methods |
|  |  |  |  |
|  |  |  |  |

**Value Propositions Worksheet**

|  |  |  |  |
| --- | --- | --- | --- |
| Audience Profile(s) | Key Value Statement | Potential Proof Points: Why should they believe us? | Potential Communication Methods |
|  |  |  |  |
|  |  |  |  |

**Value Propositions Worksheet**

|  |  |  |  |
| --- | --- | --- | --- |
| Audience Profile(s) | Key Value Statement | Potential Proof Points: Why should they believe us? | Potential Communication Methods |
|  |  |  |  |
|  |  |  |  |

**PARENT AMBASSADORS – RECRUITMENT CALL SCRIPTS**

Caller should be prepared to:

* Share:
  + Personal experiences with the school
  + Vision for the school
  + School’s Value Propositions
* Ask:
  + For attendance at the kickoff event
  + For a few volunteer hours a month (if unable to attend the event)
  + If they can help spread the word

Hello, my name is \_\_\_\_\_\_ and I am the (Principal or Enrollment Lead) from \_\_\_\_\_\_\_\_ Catholic school. I’m calling you today because I’d like to personally invite you to become a part of our school’s Parent Ambassador Program this year.

We are looking to grow our enrollment in at \_\_\_\_\_\_\_\_\_ Catholic school, and it makes a huge difference to parents considering the school to hear from our current parents. You’ve already shown that you are a leader in our community through your involvement in \_\_\_\_\_\_\_\_\_ and I know your help as a Parent Ambassador would help us reach our enrollment target for the year.

The work of Parent Ambassadors won’t take much of your time, our first meeting will be (date/time) and we’d love if you could make it. We will also be sending a letter home about the program, but I’m calling you personally because we need people like you on the team. Can we expect to see you at the kickoff event?

**PARENT AMBASSADORS – RECRUITMENT LETTER TO PARENTS**

October 22, 2014

**[Name of Principal]**

Principal, **[Name of School]**

**[Address]**

**[City, State, Zip]**

Dear Parent of \_\_\_\_\_\_\_\_\_\_\_\_\_ Student,

I know that you are very busy, but I need your help with our recruitment efforts. I would like you to become a Parent Ambassador for our school, inviting you to reach out to parents you may already know, as well as parents who you do not know, to tell the story of Catholic education and our school. Research conducted shows that parents of current students are key influencers in a prospective parent’s decision to send their child to a Catholic elementary school.

We have created this Parent Ambassador Program for our school so that we can increase enrollment. Growing enrollment means that we will have a stronger school because we will have the budget to hire more teachers, further improve our curriculum, and offer more extracurricular activities. Increases enrollment benefits everyone including our students, our school and our community.

We will provide you with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\* as an incentive for referring a parent that enrolls their child in our school. It is our way of saying thank you for spreading the word about our school and helping other parents discover the difference that our school can make in the lives of their children.

If you are interested in becoming a Parent Ambassador, please contact **[name]** at **[phone number]** and let **[him/her]** know. We will be conducting a training session **[date]** from **[time]** to **[time]**, where you will learn how to reach out to parents, deliver a consistent message, and how to record your progress. If you feel comfortable, we invite you to bring your address book or a list of contacts you may know who may be interested in the school. Please complete the attached Parent Ambassador Program Participation Interest Form and bring it to the meeting. Please detach the small form below and return to the school with your student as soon as possible.

Thank you for considering taking on this important role for our schools.

Sincerely,

**[Principal]**

\*Option to consider (some ideas include tuition discount, t-shirt, gift cards)

**PARENT AMBASSADORS**

**SUGGESTED MASS ANNOUNCEMENTS**

Please feel free to stop by the gathering place after Mass today to speak with your fellow parishioners who have children at (insert name) school. They are here to answer any questions and also have materials about the school. There will be refreshments available at the table.

**SUGGESTED MASS INFORMATION TABLE PREPARATION**

Display Marketing Materials

* School brochures
* Open house flyers
* Flyers for any upcoming school events
* School pens
* Display the school logo prominently

Encourage families to attend the Open House or individual tours:

* Have dates available
* Include other admissions events

Encourage Families to join the school mailing list:

* Fill out a form on the table (see attached form-Parish Outreach Mailing List)
* Place the form in a box to return to school

**PARISH OUTREACH: STEP-BY-STEP INSTRUCTIONS FOR CONTACTING CHURCH LEADERS**

* Begin by sending a letter.
* Schedule an appointment to meet with the pastor and schedule a date to set up a table after Mass.
* Introduce yourself and share some background information about your school.
* Ask him if he knows any families with children who might be interested in the school.
* Request permission for Parent Ambassadors to speak at Masses or set up tables.
* Appoint one parent as your local parish liaison and ask that parent to ensure coverage on a regular basis.
* Consider hosting an open house for local pastors or stopping by their rectory with breakfast or lunch as an appreciation for their time.

Note: If you are working with a non-Catholic church leader, you may want to emphasize the ways that your school focuses on faith and values. You’ll want to give statistics on the number of non-Catholic families who attend the school and share that your school is open to children of all faiths. You may also consider asking parents who attend non-Catholic churches to help in the initial outreach.

**Some questions to consider**:

* Has your Pastor seen the new Pastor Handbook for Catholic Schools (“Shepherds for Schools”)
* List the closest Catholic and non-Catholic churches without schools
* Will your pastor help with initial outreach? If yes, how?
* Do you have any parents who are members at another parish or church? If you are unsure, this is a great question to come back to.
* Parent Ambassadors can act as a liaison to neighboring parishes or churches without school affiliation – ensure bulletin representation, speak at masses, etc.
* What are some other ways to engage neighboring parishes?

**SAMPLE PASTOR LETTER**

*Please use this letter* ***in conjunction with*** *personal outreach to local pastors. This Letter on its own will* ***not*** *suffice, but is a great introductory approach to parish outreach.*

October 22, 2014

Rev. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[Parish]

[Address]

[City, State, Zip]

Dear Rev.

**[Name]** School opened its doors in **[Date]** and during these past **[X NUMBER]** yearswe have educated many students in the Catholic faith and prepared them for lives of faith, service, success and leadership. We would like to share the value of our school with your parishioners.

Many of our graduates and current students are members of your parish community. (Take this sentence out if not true) Some of our parishioners would like the opportunity to share with other parishioners the value of a Catholic school education and encourage them to attend our Open House events during Catholic Schools Week on **[Date]**. These families would like to set up a table after your weekend masses and be available to meet with fellow parishioners and answer questions.

We have identified the parishioners listed below to contact you and arrange to schedule the event and set up the table:

Parent Ambassadors:

**[Names]**

**[Names]**

**[Names]**

One of the weekends preceding our **[Date]** Open House would be an ideal time for us to share the value of continued religious education and service to others. So the weekends of **[Dates]** would be ideal.

Thank you for your support of Catholic education and allowing your parishioners the opportunity to share with others the value they found in a Catholic school education.

Sincerely,

**PHONE SCRIPT FOR CONTACTING RELIGIOUS EDUCATION PARENTS**

Hello! My name is [**Parent Ambassador Name**] and I have students enrolled at [**Name**] School. I have children in Grades [**number**]. My children have attended [**School**] for [**number of years**] and we are all very happy. We believe that [**School**] is the best choice because [**List Value Proposition**]:

* Daily religion class and an education rooted in Catholic faith
* Students receive personal attention in a safe environment
* The school has high expectations and meets the needs of all learners
* The environment is safe and orderly and the school is like a family
* There are many extracurricular activities
* Scholarship opportunities are available for new families who are active parishioners.
* The scholarship is based on family need and new families fill out an application and

Can I send you some information about the school? You can also visit us on our website at [**website address**]. (If they want information the office will send brochure, values proposition page and testimonials. This request should be noted on your tracking sheet.)

If they seem receptive, share your own feelings and personal story. Let them know how long you’ve been at [**School**], how you heard about the school and how well your students have done.

* Tell them new families are always welcome and tours of the school are ongoing.
* If they are interested in having a tour and talking with the principal, help them arrange for a time/day. You can direct them to the office number [phone number] or call for them. If possible, it would be great for you to be with them on the tour so you can keep in contact with them encouraging them to register.

Document your conversations and keep track of who you called and when.

Some schools have found success in asking Parent Ambassadors to come to the first meeting prepared with some names and contact info for prospective families or community organizations.

**LETTERS TO PARENTS OF RECENTLY BAPTISED CHILDREN**

As we looked through our records, we found your name in our Baptism book. We understand that you were baptized by Father \_\_\_\_\_\_ in our church and would love to take this opportunity to introduce you to our excellent school.

SCHOOL is a Pre-K to 8th grade elementary school. We offer full day Pre School and Kindergarten as well as many afterschool programs for our students. You may be surprised to learn that our Pre-K and Kindergarten programs are actually more affordable than day care. At SCHOOL your child will receive an excellent education as well as the opportunity to learn and grow in the Catholic faith.

Our school families tell us that they value what our school is doing for their children. Most often, they tell us that there are several reasons they choose to entrust their children with us:

* We have experience – our teaching staff has over 100 years of experience in serving children and meeting their individual needs. We’ll do the same for your children.
* We have a track record of success – our graduates go on to succeed at some of Seattle’s best high schools, including \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ . Each year we are proud that many of our 8th graders receive full and partial scholarships to the high school of their choice.
* We help build future leaders in the community – we work with our families to help their children become successful both academically and morally.
* We foster faith – we help students *and their families* grow spiritually, serving both Catholics and those families of other faiths.

Perhaps our most important gift is the active love we demonstrate each day by working with each individual student to help them become the best student and future adult they can be. I believe that you’ll feel and see this active love when you come and visit us and see SCHOOL in action.

Enclosed is an essay written by one of our 7th grade students explaining why she loves SCHOOL. Please feel free to visit our website. If you have any questions or would like to set up a visit contact us at PHONE.

We hope that you’ll be able to join the SCHOOL family!

Sincerely,

Principal

**FREQUENTLY ASKED QUESTIONS BY VISITING FAMILIES**

Below is a list of frequently asked questions by visiting families. It will be important to anticipate these, and other questions, to sound prepared and accommodating to prospective families.

* What are the school hours? What grades do you offer?
* Is child care offered before and after the school day? What are the hours and cost?
* How much is tuition?
* What other types of fees/fundraisers are required of parents? *Break down the tuition by month or even week. Try not to let conversation end after discussing cost.*
* Do you offer financial aid? If so what is the process to apply?
* What are the criteria for acceptance? When are applications due?
* What is the student: teacher ratio?
* What is the school’s curriculum?
* How is religion incorporated? Do you accept non-Catholics?
* What special classes do you have?
* What type of technology do you have?
* How much homework will my child receive?
* What extracurricular activities do you offer?
* Do your students wear a uniform? Where can they buy one?

**TOP 10 TACTICS TO YIELD RETENTION RESULTS: THE HEALEY FOUNDATION**

1. **Distribute a “Letter of Intent” to re-register for the next school year**

An example of a Letter of Intent is found in the appendix. This form is a simple yes or no question and answer form sent home to parents to understand their intent to continue at the school for the next year. There is no fee required.

This task should be completed before December in order to avoid confusion with real re-registration. When completed and returned, a family is considered “pending” registration. This tactic gives a school a fair assessment of which families will be easy to re-enroll and which might take additional effort.

1. **Tiered fees to incent early re-registration**

A common myth is that families will not re-register until they know what tuition for the next year will be. Many schools are able to incent families to register early by creating a tiered fee based on the date a family chooses the re-register: the earlier the re-registration, the less expensive the fee.

1. **Tie re-registration to parent-teacher conference**

Finding ways to tie re-registration to ongoing events at the school and properly engaging staff can make the Principal’s life easier.

Teachers are the front-line ambassadors of the school and should feel comfortable asking parents to enroll and re-register. Ensure that the faculty has knowledge of re-registration forms and processes. Consider incentivizing teachers who are able to achieve targets in re-registering existing families.

In some schools, grades compete with one another to see which class can completely re-register first.

1. **Recognize the families that re-register on time**

Ensure that parents understand their importance in the community and that their re-registration is much appreciated. When a satisfied parent receives a phone call from either the Principal or the teacher of their child, they are likely to communicate that exchange with other parents. If they understand the importance of their investment into the school, they can become passionate and effective advocates for re-registration.

Also producing the names of families that have re-registered early into the newsletter can incent other families to do the same.

1. **Implement “Continuation Grants” from pre-K to Kindergarten to keep the pipeline strong\***

A continuation grant is a scholarship that is used over the course of multiple years, for example:

* A family receives $3,000 to attend the school. $2,000 is put towards their first year’s tuition and $1,000 is allocated to the second year’s tuition.

*\*It is critical to first analyze the financial stability of this practice at a particular school.*

1. **Step-Up Time**

* Plan to hold step-up days between Thanksgiving and Christmas
* All students “step up” one grade (8th graders can accompany Pre- K to Kindergarten)
* Highlight some great activity associated with that grade (e.g.; cursive, using microscopes, or a new specialty class)
* Make sure there’s a “take home”

1. **Breakfast with the Principal**
   * Focus on grades that need it most
   * Be strategic in planning the program – What are parents most interested in learning?
   * Be ready for criticism
   * Have a follow-up plan
   * Group classes when it makes sense
2. **Parent Survey**

* Give your parents a voice and acknowledge their opinions
* Do it at the same time every year so you have consistent, longitudinal data
* Report back – here are the 3 things you think we’re doing right; here are the 3 things you think we need to work on (then do it)

1. **Reward word-of-mouth promotion with $$$**
   * Ask current families to refer new families; if the new family registers, current family gets $250 off tuition (or some other meaningful financial incentive)
2. **Don’t forget the summer!**

* Stay connected with your registered families:
  + - Do an occasional one-call or school reach with purpose
    - Host a fun event- family cook-out, movie night, back to school bingo
    - Have current families act as ambassadors to new families – a win on both sides.

**SAMPLE LETTER OF INTENT TO RE-ENROLL**

Below is my intent to enroll my child/children at \_\_\_\_\_\_\_\_\_\_ for the 2015-2016 school year.

Family Name (please print): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_ Yes, our family will definitely return to \_\_\_\_\_\_\_\_\_\_ for the 2015-16 school year.

\_\_\_\_ No, our family will not return to \_\_\_\_\_\_\_\_\_\_\_ for the 2015-2016 school year.

Reason: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please list any child(ren) in your family who will attend, including upcoming Kindergarteners.

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Grade in 15-16\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Grade in 15-16\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Grade in 15-16\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Grade in 15-16\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Grade in 15-16\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Grade in 15-16\_\_\_\_

\_\_\_\_\_ I understand that this letter serves as notification of our intention for the 2015-2016 school year and is not considered registration. Official registration for the 2015-2016 school year will begin during Catholic Schools Week 2015 and will include a registration form and registration fee.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Parent Signature Parent Signature

Please return to the school office no later than November 21, 2014.