|  |  |
| --- | --- |
|  | **Break it Down:** **Increase Enrollment with a Strategic Plan** |

**Retention *Worksheet***

*Increasing your camper retention rate is probably the most important thing you can do to boost enrollment. For example, assume an ongoing retention rate of 75% on 100 campers eligible to return, with 10 additional campers graduating and 35 new campers a year for a total ongoing enrollment of 125. If you can boost the retention rate to 80% this will produce 4-5 new campers each subsequent year (taking into account a growth in the base with some attrition of the new campers). And after 7 years when there is equilibrium, you will have close to 30 new campers, or 155 ongoing total enrollment – an increase of approximately 25%. Growing retention rates also means more positive word of mouth which also drives recruitment of new campers.*

1. What is your current retention rate? How does it compare to your peers – e.g., camps in your movement, in your geographical age, of similar size?
2. Ideally, camps would have high retention rates for young campers as this increases the number of total years they will be at the camp? What are your retention rates for your youngest campers? Do you maintain ongoing statistics about your retention rate – overall and by age, gender and even cabin? How could you improve your tracking?
3. What are the top reasons campers have for not returning? What is the major retention challenge/ opportunity you would like to address?
4. What can you do to address this challenge?
	1. For example, retention is typically driven by the quality of the camper’s experience including their camp social life/friendship. What, if any, changes to staff recruitment, training and supervision would most enhance the quality of camper experience and retention?
	2. Programming choice and quality also is critical to camper experience. What, if any, changes to programming would most increase retention?
	3. Communication with parents – pre, during and post camp - influence overall family satisfaction? Are there improvements you can make to the way in which you communicate with parents and campers- or involve them in a volunteer role?
	4. Understanding what your current returning and non-returning families and staff think about the camper (and parent) experience is critical to making the adjustments that retains families. What changes, if any, could you make to your customer research to help you better pinpoint problems and opportunities for increasing retention?
	5. What other changes would most help you increase retention?
5. Based on the above, what is your achievable goal for improving the retention rate over time? What resources would be required?

Goal: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Time-frame to achieve \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Resources required: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

6. What are next steps?