



**Growing Enrollment Through Retention and Acquisition:
A Strategic Plan for Concordia International School Hanoi
Steven Winkelman**

Project Background

Concordia Hanoi began its fourth year of operations in August 2014. The school has experienced significant growth, but it has not been the result of intentional planning. Concordia's vision is to be the premier school for families in Vietnam. As a result, we want to not only grow the enrollment, but also diversify our population across multiple ethnic groups.

Strategic Action

Concordia developed a two pronged approach to enrollment. Acquisition or the recruitment of new students and retention of currently enrolled students.

- Acquisition - Concordia expanded the admission department to include Korean and Japanese staff who could work with each of these populations. Concordia added a Director of Admissions and a Director of Community Outreach who meet with companies, embassy, and relocation services to introduce them to Concordia. In addition the school joined several community service organization to create greater visibility in the larger expat community. The school is updating all branding materials, websites, and advertisements. Finally, the school has trained the admissions department to effectively move students from visiting to enrolling.
- Retention - Internationally schools in Vietnam lose an average of 22% of their student population annually. The school conducted student and parent satisfaction surveys and focus groups. An outside consultant evaluated the school's effectiveness in meeting the needs of the community and fulfilling its unique mission to the community. The data received led the school to offer translation service for families, Western education nights, and educational consultants for each of the prominent nationalities of the school.

Professional Discovery

Student enrollment is critical to organizational success, even more critical than development. As such, the school should invest significant time and resources into making that department highly successful. As head it is critical to bring the admissions director into the leadership team of the school to ensure a successful understanding of the school's program and the needs of the student body.

Positive Outcomes

- A five year plan that established goals for student growth, diversity, retention, financial aid, and facilities.
- A better understanding of our community, the anticipated growth of the expat community, and our position in the market
- Higher number of applicants than past years
- Strong admission teams prepared to meet the expanding needs of the school.