

The Enrollment Playbook

A Guide to Lutheran School Admissions



School Ministries, Pacific Southwest District

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Welcome to the Enrollment Playbook

This guide was designed for you, the Lutheran school admissions director, pastor, principal, administrator, or board member—anyone interested in increasing or sustaining enrollment in your school.

It is our hope that this will serve as a resource to help you achieve your goals. Enrollment in our Lutheran schools is paramount now for three reasons:

1. The first, and most important, is that Lutheran education is an outreach mission. The most important mission of all Lutheran education is sharing the Gospel of our Lord Jesus Christ.
2. It is a critical piece in school affordability and sustainability. Schools operating at capacity lower the cost per student and are healthier financially.
3. It creates a great social and emotional environment for student learning. Children will have multiple academic options and caring communities, built on learning, support and friendship.

The information contained in this guide was developed through research of Lutheran schools across America. LCMS schools were interviewed, either individually or by focus group, and several drivers of enrollment emerged. They were asked what helped them most in developing their brand, what type of leadership worked, how they discovered community needs and how did they reach prospective families with their message. The 2023 revision was reviewed and updated by current leaders in the Admissions field.

Analysis of the data revealed the following enrollment drivers:

- Strong and united leadership is key in both school and church *(see pg. 6).
- Perceived quality offering is most important to parents.
- Word of mouth is the best method of advertising.

Each of these will be addressed in detail, with ideas from many sources. We have chosen a sports theme to illustrate the steps to enrollment success.

Lutheran Church Extension Fund (LCEF) partners with LCMS churches and schools to advance Kingdom work. Through investments, loans, ministry solutions and real estate solutions we have resources that enable church workers, congregations and schools to grow. One such resource is LCEF's Ministry Clarity process which assists congregations in discerning God's vision. The path to clarity varies for each church, but our end goal is clear: Your leadership is confident in the path and purpose God has laid before them. Worker Wellness is a priority at LCEF. Through Grace Place Wellness, we can show you how to reclaim the joy of ministry. These resources and more can be found at lcef.org.

Introduction

This playbook is organized into sections based on the concept of a baseball game:

On Deck

This is the strategy and preparation stage. These steps are vital to the success of the enrollment process and the sustainability of the school.

- Mission & Vision
- Leadership
- Community Analysis and Needs Assessment
- Perceived Unique Offering

Up to Bat

This step looks at creating awareness of the school. The focus is on generating positive word of mouth advertising. We also list "curveballs" which may be things to look out for or that you haven't thought of.

First Base: Inquiries

This is the first contact. How do you generate inquiries? What tools are needed, either on the phone or in person? This section builds on creating awareness and moves the prospective family to interest in your school over the competition.

Second Base: School Tours

Schools tours are all about presentation. Tools are given to make sure you stand out.

Third Base: Application Process

This step is an evaluation stage. The prospective family is now considering your school and you are evaluating the student.

Home Plate: Enrollment and Follow up

Acceptance! It is time to celebrate, but also a time to follow up, begin retention strategies and continue excellent customer service.

Several sections will include an "Execute The Play" note where we share how this looks at a sample school we are calling Christ Lutheran.

On Deck: Mission, Vision & Leadership Appraisal

Mission & Values

An appraisal of your school's mission and vision statements is an important starting point.

Mission statement: tells the very purpose of your school.

Vision Statement: an aspirational statement of what the school wants to accomplish in the future.

If a school does not know where they are headed or what they stand for, it can go nowhere. These statements are intended to serve as a clear guide for choosing current and future courses of action. When advertised, they should entice the community. When appraising the statements, there are four questions to ask:

- 1) Is it specific?
- 2) Can people easily find this information?
- 3) Will the community find it appropriate for their needs?
- 4) Does/can the school implement it?

Executing the Play: Mission Statement:

Sample school's (we will refer to them as Christ Lutheran) mission statement says, "Christ Lutheran School partners with parents to educate the whole child academically, spiritually, emotionally and physically in a Christ-centered environment."

As you will notice, not only is the mission statement clean and concise, it is also highly detailed. Anyone who visits the school itself, or simply visits the website, will quickly understand what the school is all about. One of the first options from the dropdown list on the school website is to their "Mission & Vision" page. The ease of access to this information creates awareness of their mission and vision.

Finally, Christ Lutheran School had to make sure that their mission statement was achievable. If the parents did not want to be as involved in the school, their mission statement would be null. However, knowing the people they were serving were willing to get involved, Christ Lutheran School was able to attain the wholesome education they promised.

Leadership

Additionally, an appraisal of leadership has proved to be one of the most important steps. For a school to be successful, it must have the support of all of its leaders. The process of appraising the school's leadership involves five key questions:

- 1) Do the leaders meet periodically?
- 2) Does every leader share the same vision for the future?
- 3) Are each of the leaders willing to put in the work?
- 4) How many leaders does the school have?
- 5) How many leaders does the school need?

Executing the Play: School Leadership

Christ Lutheran School's pastor and principal consistently work together to come up with new solutions and to keep things running smoothly. They are each other's prayer partners, and they meet to ensure they are unified in all major decisions. Because they made every effort to work together and for the same cause they both strongly believed in, their excitement became contagious. When the principal started to get the word out about the school and literally hung out at train stations on weekends, word of mouth shot through the roof and families started coming through their doors. These tactics will only work if the leaders are on the same page and at the same level of commitment to the cause.

Another aspect of leadership that schools should consider is the number of leaders they employ. It is possible to overwork a couple of employees as well as underwork too many employees

Admissions Directors

In our research, we determined that the most successful schools had admissions directors that worked closely with the pastor and principal as well as their governing board(s), all of whom were determined to support both the church and school.

Along with the Admissions Director, the pastor, principal, professional staff and teachers must fully embrace their role in fulfilling the mission of the school.

As discovered in a panel interview with the LCMS Pacific Southwest District school admissions directors, the representatives from the schools with the greatest enrollment numbers stressed how vital the hiring of a motivated admissions director was to their school's continued growth and retention. Therefore, we strongly advise LCMS schools to consider hiring an admissions director to aid in developing and implementing strategies to retain and grow enrollment in their schools. To ensure that the admissions director is a worthwhile investment, they must understand and meet the expectations of their role in supporting the school. A job description is necessary to clarify those expectations.

We have provided a best practice example of a job description in **Appendix (A)**.

Admissions directors also take on many roles and responsibilities, especially in smaller schools. It is important to take Marketing, Social Media, and Communications into consideration when hiring an admissions director. Will your admissions director take on all of these responsibilities or are there others on staff who can support the school with Marketing, Social Media, and Communications.

Community Analysis—Demographics

One of the great challenges for Lutheran schools is changing community demographics. To be successful, schools need to know as much as they can about their current student population and where the future student population will come from.

Demographics are the study of populations. It covers information such as:

- Geographic region
- Age & Gender
- Income
- Ethnic Background
- Education

MissionInsite is a free demographic tool that LCEF makes available to all LCMS churches and schools. To love your neighbor, you must know your neighbor. MissionInsite reveals insights about the community around you, so you can move from data to decisions. Professional and lay leadership in thousands of organizations around the country use MissionInsite to bring their unique picture into focus. For more information, to order demographic reports, or to request access to the MissionInsite website, contact Gail Kanneg at gail.kanneg@lcef.org.

Community Needs Assessment

Identifying the community's need is vital for any institution that aims to serve their specific community. Many well-developed schools understand that it's not just about marketing their school; it's about serving the community – know your community; know what your school stands for by being Biblically values driven. The more fully you understand the characteristics of your community, the better able you are to reach them with ministries that meet their unique needs. Another great source of information is your current parents. Conducting a short survey of what they perceive are needs in the community is very valuable. (We strongly recommend Parent Pulse as a parent survey option. See Appendix B)

Examples of Community Needs could include:

Secured and safe school environment
Digital Citizenship
Use of technology in the classroom
Biblically based education not focused on standardized test subjects
Community Involvement
Lack of community sports facilities

Perceived Unique Offering

Once the community's needs have been assessed and identified, the next step is to identify or create a perceived unique offering that will meet those needs. Your unique offering is what sets you apart from the competition.

A good place to start is asking your current families why they chose you—you are fulfilling their needs. This will tell you what areas you are strong in. Also ask, what they would like to see more of—this will help with future direction. Surveys can be conducted online for free or little cost (surveymonkey.com is one). We strongly recommend Parent Pulse as a parent survey option. An example survey and contact for Parent Pulse is in the Appendix (B).

Need	Value Added Offering
Secured and safe school environment	School campus is fully secured at all entrance points. Small teacher to student ratio with attention given to each student.
Use of technology in the classroom/Digital Citizenship	Technology is integrated into the curriculum and students are taught digital citizenship.
Biblically based education not focused on standardized test subjects	Religion and liberal art studies paired with standardized test subjects
Community Involvement	School parents volunteer at local thrift shop or food shelves
Lack of community sports facilities	Loaning of school facilities/fields

From our research parents want the following from their Lutheran* school:

- Supports the Christ centered development that the parents desire. Academics support a Biblical Worldview.
- Academically prepares the child for high school, college, or trade. School also provides enrichment activities such as foreign language, music, and arts.
- Provides a broad, well-rounded education of the whole child; liberal arts studies.
- Provides Character and Social Development
- Community support and a safe environment for their child

The focus is on the family's needs and problems—the conversation is about THEM and how you will solve their problem, meet their needs, or give them peace of mind. Your school is the solution for them.

*You may want to define LCMS to your community – clarify and identify from other Lutheran organizations.

Surveys are not the only method that schools can use to see what their community needs, but if you would like a sample of one, please see Appendix B. Other methods include one-on-one conversations with school families and faculty, staying up to date with the local news, and watching social media to see what students are saying about their school

Executing the Play: Needs Identification

Schools should take what they learned from the need identification step and either expand upon an already existing offering or create something completely new to satisfy that need.

Christ Lutheran surveyed everyone they could. They saw that the parents loved the technology being integrated in the classrooms, but the same families also reported that their current school's tuition was almost twice that of Christ Lutheran.

Christ Lutheran identified their biggest opportunity was technology. They use iPads at every grade level and tuition is still much lower than their competition. It was clear their community needed a school that can provide high quality education for low cost. Christ Lutheran emphasizes the multi-faceted value of their education which included the use of 1-to-1 technology using iPads.

Create Awareness of the School:

Word of mouth is by far the best marketing tool. Fortunately, there are many other ways in which a school can generate awareness. Ideas from Lutheran schools include:

- Signage
- Bumper stickers & yard signs for families
- Banners in front of the school
- Internet presence
- School website, social media (Facebook was the most effective)
- Hosting community events on campus
- Tuition breaks for those that refer other families.

Executing the Play: Survey Implementation

Christ Lutheran had one of the most interesting tactics of generating word of mouth: hanging out at the local train station one weekend a month and speaking to families there. The principal and the admissions director head out with one or two other people from the school just to start conversations with people. Once the conversation draws near to a close, the family is handed a flyer with more information on the school. Because a connection develops between the one handing out the flyer and the one receiving it, the flyer itself is less likely to end up in the trash.

Another aspect of creating awareness that is important for schools is that it is the right kind of awareness. If the flyer is outdated, not eye-catching, has too much or too little information, people will immediately disregard it. This is where an admissions director, if not a marketing team, comes in handy. One change Christ Lutheran made was placing QR codes on all of the handouts, creating a template and letterhead, making a standard font color and size for everything, as well as a new logo and rules for using their tagline. With this unified structure in place, the school has a much stronger, positive image.

First Base: Inquires

After the school has determined its mission, vision, target audience and unique offering, it is time for the school to create awareness. According to our research, the most effective method of attracting families was word of mouth. The challenge is how to cultivate positive word of mouth. Your best ambassadors are current, happy families. Here are some ideas for generating great referrals.

Word of Mouth

Many of these ideas came from schools that are successful in developing “loyal ambassadors.” You are encouraged to pick two or three and do them well and with good quality. Keep in mind the cost/benefit ratio in determining which ideas will work best at your school.

- Incentives (no registration fee, or one month tuition discount)
- Family referral cards (parents give to friends to encourage admission process)
- Social media (Facebook, Instagram)
- YouTube videos
- Parent testimonials
- Publicity (news articles, blogs, community papers, city magazines)
- Yard signs/campus banners – “enrolling now”
- Seminars, speaking engagements (invite community to your parent education offerings).

Digital

Many parents get their information from a digital platform, so you should consider:

- Website (must have)
- Social Media Platforms
- YouTube videos
- Newsletters (school or community)
- Directories (niche or private school review)

Beware of Curveballs!

Curveballs to enrollment may include:

- Assessments/Testing
- 504 Plans and IEPs
- Financial Aid
- Referral Credits
- Letters of Recommendation
- Space Limitations

Be sure you are clear how your school implements the above, and others you may encounter, and clearly communicate this to prospective parents early in the enrollment process.

Community Involvement

The next step is to create inquiries regarding the school through an increased community presence. Ideas on how to increase community presence include:

- Develop relationships with staff from local Christian preschools w/out an elementary school, elementary schools if you are a high school, and local congregations without schools, and ask them for opportunities to promote your school
- Lead community workshops (parenting or tutoring workshops)
- Make sure your school is listed in any community school listings (and if new communities are being built in surrounding area, that you are included in their introductory packets)
- Have a well-designed website including your school's location and upcoming events. The PSD office has a Director of Technology who can help in this area should you need assistance or direction.
- Consider having your students answer FAQs for student perspective on your school.
- Have school brochures available in places where parents patronize and school information in any community driven newspapers or newsletters.
- Have a kid-friendly booth at local community events.
- Have your school families volunteer around the community.
- Sponsorships of community events or teams Open Houses

Holding open houses is one of the best opportunities to get interested families through your doors. However, the goal of the open house should be to collect names and numbers to invite families for a personalized school tour. Be sure that your Admission Packet has brochures/flyers/postcards for all events during the school year. Teachers should also have invitations to send home with students. You may want to consider a Social Media Boost for this event.

- Make sure fun is involved for all; it should be a social event.
- Have prospects meet teachers and school advocates in a relaxed setting.
- Special giveaways (pens, mugs, magnets, t-shirts)
- Make every school event an "open house" for the community. Use social media channels for your community invitations.
- Use warm, friendly terms "Preview Night", "Campus tour."

The most important action is to FOLLOW UP with all inquiries, names, etc. When this step is not done money is wasted and contacts are lost potentially to another school. Invest in developing a database so every admissions activity with a potential applicant is tracked.

Second Base: School Tours

Before a school invites families to their facilities, it is important to establish curb appeal with all buildings and grounds, and your staff looking professional. Outdoor banners and signage should be clear and concise. This can be the most cost effective advertising (other than word of mouth). Have a reserved parking spot for visiting families and a “Welcome Card” to gather information; this may also be used at events.

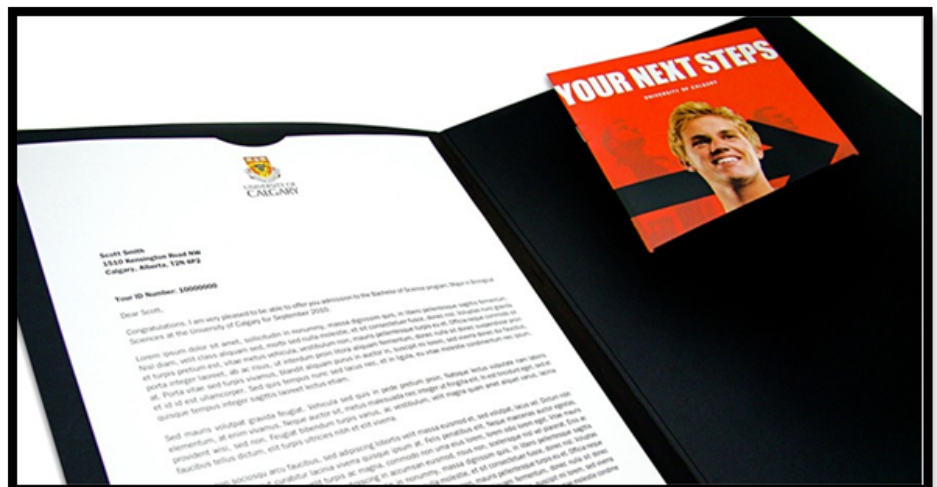
Families who wish to schedule tours should receive prompt and welcoming responses from the staff member who will schedule their appointment. Keep in mind, the first impression is often the most important, so it should properly represent the greatness that is your school. Get as much information on the family ahead of time as possible so that the tour can be specifically personalized to that family/student.

The staff member who leads the tour should have a personalized admissions folder specifically prepared for the touring family. Make sure the folder includes organized information that is easy to understand. It should reflect the mission of the school and highlight the school’s unique perceived offering.

In the folder, considering including:

- A personal letter from the principal
- Brochure
- School application – include how to apply online if applicable.
- Fee schedule and school calendar
- Information on curriculum and grade-level entry as well as any pre-enrollment testing needed.
- FAQ sheet (by faculty and students).

You may also wish to engage student ambassadors and provide shadow days for prospective students.



Third Base: Application Process

By the end of the tour, your goal is that the family will understand the value your school has to offer and will be interested in applying. It is essential to recognize that your school is a service and not a product. Make sure you ask and listen to the family's responses and feelings about the school so you can address any concerns on the spot. Be sure the family is also aware of any assessments, teacher references, and/or personal references, your school requires as part of the application process. If they do not immediately apply, keep in touch.

Home Plate: Enrollment

If you decide to accept a student, notify the family immediately. Send them:

- A letter of congratulations from the principal or admissions director
- An invitation to enroll.
- All necessary enrollment forms.
- Clear guidelines on completing the enrollment process.

If the family decides to accept your invitation to enroll, send them:

- A personal thank you letter from the principal and/or admissions director.
- A calendar of upcoming school events, inviting them to attend.
- A school t-shirt
- A welcoming letter from the student's teacher or a future classmate

I

If you decide not to accept a student or they decide not to enroll, notify the family immediately.

Send them:

- A "thank you" letter for considering the school.
- Keep them in your database in case another opportunity to enroll occurs.

An important retention process procedure is, should a student leave the school, follow-up with them to learn if change is needed. Have the principal or admissions director personally call them to learn of their reasons for leaving and use that knowledge to prevent reoccurrence of leaving for similar reasons. If it is an easily rectified area, consider changing that process or procedure. Let that family know of the change, and invite them to reconsider their enrollment

Appendix

Appendix A - Best Practice Job Description

PURPOSE:

The purpose of the ministry of the Director of Admissions and Marketing is to support the mission of your Lutheran Church and School by communicating opportunities for students to attend with prospective parents and students, resulting in enrollment. To be a welcoming representative of your school, who strives to recruit and retain students to further the mission of the school. In addition, the director effectively maintains relationships with current and prospective parents, faculty, staff, the community and partnering congregations to market the school throughout the community and deliver clear communication regarding the organization.

FUNCTION:

Working with the School Administration, assists with the overall promotion, electronic communications and marketing of Your Lutheran School. Also assists with the promotion and marketing of Lutheran schools within the district for enrollment growth and sustainability of our Lutheran schools.

ACCOUNTABILITY:

The Admissions Director is part of Your Lutheran School's Ministry team and is directly responsible to the School Administrator. As a member of your Lutheran School's ministry team you will be asked to sign a Statement of Understanding upon employment. Copies of this statement are available upon request.

QUALIFICATIONS:

- Is committed to the vision, mission, core values and purpose of your Lutheran school and is able to clearly and enthusiastically communicate this.
- Be a Christian who is active in worship, preferably at your Lutheran church.
- Has a wholesome ministry viewpoint and exhibits interest in the overall mission and promotion of your Lutheran school and congregation.
- Exhibits a Christ-like lifestyle.
- Maintains a professional appearance, attitude, and conduct with students, parents, staff, and with school and community leaders.
- Can communicate effectively with school administrator, staff, and other stakeholders.
- Is tactful, courteous, and an effective listener/communicator.
- Has strong planning, administrative, and organizational skills.

ESSENTIAL FUNCTIONS

- Organize the overall planning and administration of the enrollment process for new students and families.
- Plan, develop, and execute comprehensive and strategic advertising and marketing plans for increased community presence, visibility, and sustainability of your Lutheran school. Adjust and revise plan as needed.

- Set direction and policy related to all aspects of marketing, recruiting, and admissions for K-8 and oversee admissions for preschool in collaboration with the Preschool Director. (as applicable)
- Develop short-term and long-term plans and budgets for the marketing and communications program, monitor progress, ensure adherence, and evaluate performance. Submits monthly reports to leadership or attend leadership meetings as directed,
- Oversee the development of print materials for all departments and offices (e.g., admissions, advancement, principal, athletics) from the original concept and editorial directions to design, production, and distribution/mailing fulfillment.
- Create an annual recruitment action plan. With support staff, organize and manage all recruitment activities. Be mindful of consistent application of the school's identity through branding, including logos, taglines, fonts, etc.
- Assist various departments and offices with obtaining technical knowledge of and resources for events and activities requiring adherence to identity and branding.
- Schedule student shadow days, testing and interviews for prospective students and parents. (as applicable). Advise prospective new students on the curriculum and issues of academic preparation.
- Communicate regularly with preschool staff regarding future kindergarten families.(as applicable)
- Update, contribute to, and maintain the school website, Facebook page, Instagram, Twitter and other social media avenues for increased community presence and promotion of your Lutheran school. Propose website updates and upgrades.
- Carefully watch websites such as privateschoolreview.com which rate and compare schools to be sure your school is seen in a positive light. Address any negative comments with administration to take appropriate action.
- Maintain statistical charts and information regarding all areas of enrollment including an updated record of prospective students. Document all contacts with prospective families/students throughout the enrollment process.
- Establishes and maintains a relationship with the school via quarterly communication pieces. Connect with new staff and faculty to ensure they understand the culture of your Mission.
- Establish and cultivate key internal and external relationships in support of your Lutheran school to further reach into the surrounding community.
- Collaborate with other stakeholders to create and maximize opportunities for mutually beneficial positioning efforts, including special events, branding initiatives, and website design and content.
- Participate in public relations events for your Lutheran school and coordinate the preparation and distribution of materials for special events. Articulates the school's mission effectively to community partners and potential school parents.
- Handle all phone and walk-in admissions inquiries. Lead all campus tours with a warm and positive attitude.
- Perform interviews with prospective families considering enrollment and follow-up with said families on consideration of enrollment.
- Attends PSD Admission Directors' quarterly meetings and related conferences.

- Establishes, cultivates, and maintains relationships in the community with local businesses, realtors, feeder preschools and schools, churches, and media outlets.
- Identify and recruit church member families with school age children not currently enrolled at your Lutheran School.
- Research, design, purchase and execute marketing, promotional items and initiatives for prospective families and community events and awareness.
- Keep informed of developments in marketing and communications and not-for-profit management and governance to help the institution operate with intention and innovation.
- Be familiar with and utilize demographic tools (LCEF/Mission Insight, etc.).
- Stay abreast of current trends and tools in social media.
- Stay abreast of current marketing trends. Always look for ways to improve the enrollment process.

Core Competencies

Spiritual Maturity: Spiritual maturity will be evidenced by a life that has trusted in and is walking with Jesus Christ as Lord and Savior. A commitment to the Bible as God's Word and the authority for Christian living. Commitment to intentional cultivation of the inner life through worship, study of God's Word, and prayer. Dedicated to ministering to people in a warm manner that is evident of a disciple of Jesus Christ. Exhibits the character and qualities of a Christian and an employee at your Lutheran school as identified in our school's employee handbook and agrees with our congregation's beliefs and doctrines. (link to manuals here). Makes a good impression both personally and professionally.

Teamwork: Provide an example of Christ-centered servant leadership in completing their duties. Works efficiently in a team setting or individually. Facilitates and maintains goodwill about the school.

Problem Solving: Gather relevant information, assess needs and implement solutions to resolve issues and concerns within ministries. When necessary, seek appropriate council from the Principal or appropriate Ministry leader.

Self-Management: Possess an accurate awareness of school ministry needs and the support needed to assist in growth of ministry and individuals. Pro-actively manage duties to support the various requirements of ministry. Manage time effectively and be proactive in dealing with issues that arise. Has a tolerance for work under pressure and can juggle multiple priorities. Keep a high regard for confidentiality and respond with professionalism in addressing highly sensitive matters.

Communication: Possess excellent written communication, oral communication, interpersonal, and technology skills.

Planning/Organization: With an awareness of upcoming school and ministry events and activities, consistently order time and efforts to support ministry needs based on an accurate timeline for completion. Plan for short-term and long-term projects. Can identify volunteers and staff talents to strengthen and implement strategies.

Technology: Utilize Microsoft Office (including Outlook), Google Docs/Workspace, Renweb, Gradelink, Publisher, Cloversites, ADP, UServe, Windows OS, Office Suites, Word Press, Canva, Lucidpress, and Fellowship One to plan for, help, and provide documentation for school ministries. (as applicable)

Learning: Continue to grow in problem solving, technology, and relevant job functions as necessary. Cross train on major functions performed by other administrative assistants to provide back-up coverage on an as-needed basis. Attend occasional seminars and/or classes as necessary to improve knowledge and skills.

Initiative: Exhibits leadership skills including strategic thinking, managing multiple priorities, organizational ability, team building, and the ability to meet deadlines and manage details. Is self-motivated to seek out innovative admissions and marketing strategies. Anticipates needs of the Principal and the school as a whole; respond in accordance with those needs in a timely manner.

Requirements (Skills/Education)

- Is a member of a Lutheran Church – Missouri Synod Church or active member at a Biblically grounded Christian church.
- B.A. in Communications/Marketing is desired and/or a minimum of five years' experience in a Marketing Director position and a leadership role within a church ministry and Christian education context.
- Has a personal commitment to Lutheran education as a vital part of the church's ministry.
- Excellent interpersonal and relational skills
- Great project management skills, including time management, goal setting, multitasking and prioritization.
- Good data analysis, problem-solving and critical thinking skills.
- Ability to handle and facilitate confidential and sensitive information and appointments.
- Excellent organizational and time management skills. Ability to prioritize tasks and projects.
- Ability to create and adhere to timelines and schedules for projects and events.
- Ability to direct and support various volunteer groups simultaneously.
- Strong written and oral communication skills for best writing and messaging practices for church and school correspondence, public relations, advertising, marketing, and social media.
- Proficient in Microsoft Office Suite and church/school software.
- Deals cheerfully, courteously, and discreetly with all people entering the church and school office.
- Provides a criminal background check meeting the requirements of educational employees as established by the State of California, LCMS, and your school. Passes and maintains all Live Scans, Health & TB screenings, and current CPR and first aid training.

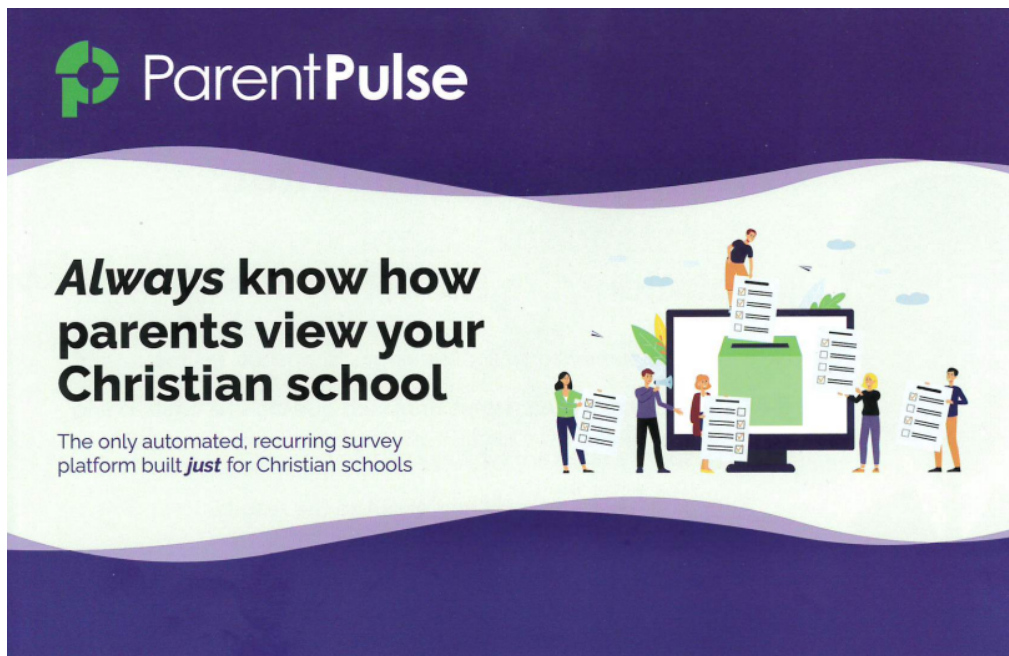
PHYSICAL REQUIREMENTS

- Frequently engaged in standing, walking, using hands and arms, talking and hearing.
- Occasionally engaged in climbing, stooping, kneeling, crouching, and crawling.
- Periods of sitting at a desk and working on a computer.
- Must be able to lift up to 15 pounds at times. Occasionally lifts to 50 lbs.
- Must be able to see clearly at both clear and far distances (20 feet or more). Must have the ability to see using peripheral vision and depth perception.

SALARY AND HOURS

- Please enter details here. Include benefits as applicable and appropriate. If a part time position be clear on the number of hours expected per week.

Appendix B - Parent Pulse



Parent Pulse is a recommended survey tool to keep parents and stakeholders engaged and involved. For more information, please visit their website

<https://www.parentpulse.com/>

Utilizing Parent Pulse is considered a "Best Practice" within the PSD.



www.psd-schools.org