



High Standards PR

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Research Report for Bishop Ludden Junior-Senior High School

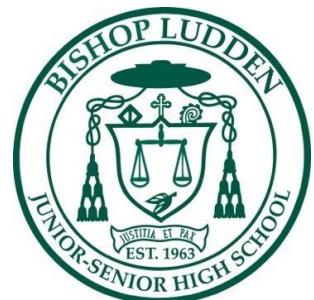


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Executive Summary

Bishop Ludden Junior-Senior High School is a private, Catholic high school located in Syracuse, N.Y. The school offers a faith-based education for students from grades 7-12. A wide variety of extracurricular activities, from athletics to theater, are offered to all students. While the administration recognizes the value of the school, their concerns are obtaining enough donations from alumni and being able to reach potential families to increase enrollment rates.

High Standards PR conducted extensive research into the attitudes and opinions alumni and parents with children enrolled at the school have surrounding Bishop Ludden. We conducted a focus group, distributed surveys and utilized social listening methods to further assist Bishop Ludden in understanding its key publics.

Based on the research conducted, High Standards suggests that Bishop Ludden strengthen its presence on social media and utilize multiple platforms to more effectively reach its key publics. Another way in which Bishop Ludden can improve its communication outreach is to be more accurate and consistent in the information being sent to its key publics.

Problem & Opportunity Statement

Bishop Ludden Junior-Senior High School is a Catholic school in West Syracuse that educates students from 7-12 grade. The goal of the school is to provide a curriculum that gives students a well-rounded education based on the teachings of Jesus Christ (Mission & Philosophy, 2016).

Despite the strong history of the school, its lack of money from declining enrollment and lack of donations from alumni have been negatively affecting the school. Bishop Ludden's lack of funds affects the students and staff the most because they have fewer supplies and out of date technology. If this issue is not addressed, students will not receive as strong of an education, faculty positions may be cut, and teachers may quit due to lowered salaries. By conducting primary and secondary research, we will help Bishop Ludden discover the best channels to reach its target audiences and can identify how its publics currently perceive its brand. We will also develop communication strategies that will help increase enrollment and reach its business objective.

Situation Analysis

Analyzing the Situation

Background on the Issue:

Bishop Ludden is a private Catholic school in Syracuse, NY (Overview, 2016). The school is struggling with a significant decrease in enrollment and a lack of funding. Several of the local Catholic elementary schools that used to feed directly into Bishop Ludden have closed in recent years due to lack of funding, leaving Bishop Ludden without its usual pool of incoming students. Bishop Ludden is struggling to afford the resources it needs to keep up with its wealthier competitors, Christian Brothers Academy and Bishop Grimes Junior-Senior High School. Bishop Ludden wants to hire the best teachers and purchase the latest technology, but the school needs more money in order to accomplish this goal.

Although Bishop Ludden has excellent athletic and arts programs and a strong sense of community, the school is still having trouble finding ways to attract new students (M. Oswalt, A. Marshall, Personal Communication, 2016). Bishop Ludden's extremely inconsistent branding makes it difficult to market the school. In addition, they are finding it difficult to get alumni to give back to the school (M. Oswalt, A. Marshall, Personal Communication, 2016). The school used to only reach out to alumni when it needed money. These inconsistencies from past years have made it difficult for Bishop Ludden to turn its situation around. Bishop Ludden would like to develop a strong brand and find a way to appeal to potential new students. The school would also like to utilize the connections and money its alumni can offer.

Consequences of the Situation:

Bishop Ludden's mission statement is to "provide a curriculum and school environment which fosters spiritual growth, moral development, academic excellence, critical thinking and life-long

learning” (Mission & Philosophy, 2016). With its current lack of resources, Bishop Ludden cannot fully provide for each student. Other schools can offer teachers a higher salary, so Bishop Ludden has lost great teachers to other schools. Back in the 1980s, the school had approximately 1,000 students. Now they only have 310 students (M. Oswalt, A. Marshall, Personal Communication, 2016). This is an ongoing situation that could potentially force the school to close if it continues to lose students at such an exponential rate. Currently, this situation is a large obstacle for Bishop Ludden. However, it is also an opportunity for the school to develop its brand and come up with innovative new solutions to attract students.

Resolution of the Situation:

This problem may be resolved by developing a unified brand for Bishop Ludden in order to create consistency in promotional materials. In addition, research will be done on how current students and faculty feel about the school in order to determine what the school’s strengths are and how they can best be promoted. Research should be done to determine how alumni feel about the school and its attempts to connect with them. Bishop Ludden’s competitors should be researched to determine what about the school appeals to potential students. Finding this information will benefit the students, parents, faculty and staff at Bishop Ludden as they can use the research to improve the school and ultimately achieve their goal of providing the best education possible. Bishop Ludden’s faculty and staff care about the school and are deeply committed to resolving its issues so the school can thrive.

Research Program:

We need to gather information about how the students and staff at Bishop Ludden feel about the school. This will give us more insight into the school’s strengths and weaknesses. We need to look at competing schools to see what marketing strategies they are using and whether or not those strategies can be implemented at Bishop Ludden. We also need more information about

the alumni of the school to determine how Bishop Ludden can best reach out to them. This information will give us a better idea of how the school is perceived by its publics and help us determine what can be done to help.

Analyzing the Organization

Competition:

Bishop Ludden's main competitors are Christian Brothers Academy and Bishop Grimes.

Christian Brothers Academy (CBA) was founded in 1900 in the East side of Syracuse (Accomplishments, 2016). Aside from academics, it has an extensive athletic department and a commitment to campus ministry. In terms of their athletic department, its football, boys soccer, girls lacrosse, and both boys and girls tennis teams all won the League Championship in their respective sports (Alumni Awards, 2016). Bishop Ludden's commitment to campus ministry is evident through its various charitable events, such as raising money for local churches and hosting a canned goods drive for a church's soup kitchen (A. Marshall, personal interview, September 13, 2016).

When it comes to athletics, Bishop Ludden's biggest rival is CBA. In addition, many Catholic school students opt to go to CBA over Bishop Ludden because of the extensive alumni connections CBA has for college and employment opportunities, according to Matt Oswalt, Advancement Director at Bishop Ludden (M. Oswalt, personal interview, September 13, 2016).

Another competitor of Bishop Ludden is Bishop Grimes Junior-Senior High School. It was founded in the 1960s. Like CBA, Bishop Grimes prides themselves on its vast alumni connections (Home Page, 2016). Bishop Grimes has several annual Alumni awards, such as the Lifetime Achievement Award and Distinguished Citizen of the Year. It also has a strong social media presence compared to CBA and Bishop Ludden because it is very active and engaged on Facebook and Twitter (Alumni Awards, 2016).

Another competitor for Bishop Ludden is Westhill Central High School from the Syracuse Public School system (Home Page, 2016). Many families cannot afford private schooling and choose to enroll their children in public schools. As a result, Bishop Ludden can partially attribute its low enrollment to these public institutions.

External Impediments:

Bishop Ludden's business problem is the lack of funding. An aspect of this lack of funding is the state of our national economy (Irons, 2016). As a result of the recession in the United States, our turbulent economy has equated to less families having disposable income. This means that fewer families can afford to send their children to private schools instead of free public schools. Additionally, families are not having as many children because of the financial burden of having large families (Gao, 2016). This creates an even smaller pool of children to send to any schools, let alone private schools.

Since many parents are not sending their children to Catholic elementary schools, it has created a domino effect for the Catholic middle and high schools. By not enrolling their children in Catholic elementary schools, the middle and high schools have an increasing rate of low enrollment because parents opt to keep them in public school, instead of switching to private. As a consequence, the once strong relationships Bishop Ludden had with their feeder schools are weaker than they were in previous years.

Research Program:

So far, our group has gathered secondary research through client meetings and interviews. We gathered both primary and secondary research through a client meeting with Andrea and Matt.

We toured Bishop Ludden in September and conducted our focus group at Bishop Ludden in October.

Analyzing the Publics

Customers:

The primary customers of Bishop Ludden are the parents of children who attend the school. The secondary customers consist of the students of Bishop Ludden. The makeup of families who have been sending their children to Bishop Ludden has changed in the past few years. Those families are not only having fewer children but also have less financial stability to send their children to a private school (M. Oswalt, personal communication, September 13, 2016). In the future, parents of the children who will attend the school will most likely share similar characteristics to the ones current parents possess. It is a probable projection that families will send fewer children to a Catholic school, as the public school system is improving and becoming more common. Based on the decrease in enrollment at Bishop Ludden the past few years, it is less common for students of the Syracuse area to attend Catholic schools, so attending a Catholic school is being seen as less of a social norm (M. Oswalt, personal communication, September 13, 2016). It can be projected that in the upcoming years students will continue to see less of their peers attend private Catholic schools, thus, creating less of a desire to attend a school, such as Bishop Ludden.

Producers:

The producers of Bishop Ludden are the faculty and staff. The faculty provides the service of education, extracurricular activities and support systems to the students who attend the school. Specifically, they offer athletics, leadership programs, religious programs, specialty classes, such as leadership training, arts classes, emotional and academic counseling. Furthermore, the staff and administration upkeep the school and amenities that comes along with a private,

Catholic institution, such as the place of worship. For example, they're updating any computer software and equipment that is outdated, keep the facilities safe and clean and provide a safe and healthy environment for students while at school.

Enablers:

The main opinion leaders are the parents of the children who attend Bishop Ludden. While the children do hold some influence, the parent's' influence may be greater because they are responsible for the ultimate decision of whether or not to keep their children enrolled in the school. Bishop Ludden holds agreements with the faculty and staff, families of students, its sister schools, Diocese of Syracuse, New York State's Public High School Association and private sponsors. The school has access to its own social media accounts, which include Facebook and Twitter (Bishop Ludden Website, 2016).

Limiters:

The competitors of Bishop Ludden Junior-Senior High School include Bishop Grimes, Christian Brothers Academy and the Westhill Central High School (Bishop Grimes Website, 2016; Christian Brother's Academy Website, 2016; Westhill Central High School Website, 2016). The informal opinion leaders include: Campus Minister Amanda Webster, notable alumni, such as Terry McAuliffe, Robert Wood and John Katko. Other informal opinion leaders are the Parent Teacher Organization President Kathleen Westers and Bishop Robert J. Cunningham, due to his association with the school, faculty leadership and Bishop Ludden Board of Trustees. It is very likely that these opinion leaders would speak for Bishop Ludden because most have a personal connection to the success of the school.

Research Program:

The basis for the existing information noted in this section comes from personal observation, secondary research, informal feedback, presumptions by the team members and the client and information provided to us beforehand. It would be appropriate to conduct additional research. Information that needs further investigation includes reasoning behind what influencers the key publics listen to most, why key publics view Catholic schools differently in recent years than in the past and if there are any key influencers that are not being considered that could have an impact on the key publics.

SWOT Analysis

Strengths:

- Strong sense of community: Bishop Ludden takes pride in the sense of community at its school. The unique, family-like atmosphere is a factor that sets it apart from competitors.
- Basketball team: Bishop Ludden's basketball program is well-known because of its successful track record and most of the school's donations are donated specifically towards its athletic programs.
- Theatre program: Bishop Ludden's theatre program is led by Tom Pietropaolo, who won an award for Outstanding Achievement by a Director. Pietropaolo has led Bishop Ludden to receive eight nominations at the Syracuse High School Theatre Awards in May 2015.
- Historic presence in Syracuse: Bishop Ludden first opened in 1963. It has been a constant in the Syracuse community and has served and seen many generations of families.

Weaknesses:

- Lack of funding: Bishop Ludden does not have the funds to be able to provide necessary resources for its students, faculty and staff. The faculty's salaries are significantly less than that of Syracuse public schools', and the school's curriculum is not as broad as its competitors'.
- Staff & faculty holding multiple responsibilities: The staff and faculty are required to hold multiple jobs at the school due to funding issues. For example, a science teacher now serves as a math teacher because of the scarce amount of faculty.
- Lack of alumni base: Bishop Ludden has not kept track of its alumni and is now having trouble conducting fundraising outreach to its alumni base.
- Lack of brand uniformity and consistency: Bishop Ludden Junior-Senior High School does not have a unified brand. For example, every student group uses both a different logo of a knight and "BL" school logo during their respective fundraising efforts.

Opportunities:

- Creating new relationships with alumni: Relationships with notable alumni of Bishop Ludden (i.e., Robert Wood, Harvard professor; Terry McAuliffe, Governor of Virginia;

John Katko, New York State congressman) can be created to seek alternative funding for the school.

- Utilizing word-of-mouth: Bishop Ludden can go to local Catholic churches to generate conversation surrounding the school.
- Utilizing success stories: Representatives of Bishop Ludden can utilize student success stories, as well as market the “lifelong friendships” that the students receive from attending the school to the general public to entice parents and students to enroll.
- Creating a place online where all alumni can communicate and network: Bishop Ludden can create a Facebook group page made specifically for alumni in order to create a single place where communication regarding the school can occur. The school will also benefit by having a centralized pool of alumni where it can effectively reach one of its target publics.

Threats:

- Competitors: Christian Brothers Academy and Bishop Grimes are Bishop Ludden’s main competitors. They are both private, religiously affiliated high schools, and all three schools recruit similar students.
- Feeder schools closing: Many of Bishop Ludden’s elementary feeder schools have closed due to lack of enrollment and funding.
- Lack of social media presence: Bishop Ludden’s school Facebook page is not a business page, which makes it difficult for people who may have inquiries about the school to find information via Facebook. In addition to Facebook, Bishop Ludden has an infrequent and irregular tweeting schedule.
- Enrollment in public schools: Public school enrollees take away from the pool of potential Bishop Ludden students.

Key Publics

Alumnus: William Jones



William Jones is a 46-year-old white male living outside of Syracuse in Liverpool, NY (“Liverpool, New York”, 2016). He graduated from Bishop Ludden Junior-Senior High School in 1987 before attending Syracuse University, where he earned his B.S. and M.S. in Accounting. He now works as an accountant for a local business. He is married with two young kids and is very involved in his church and community (“Liverpool, NY”, 2016). In his spare time, he enjoys watching football and basketball games, spending time with his family and volunteering at his church. He has a Facebook page (“The Demographics of Social Media Users”, 2016). He prefers to communicate through email or phone calls. He also regularly watches the news and reads the *Post-Standard*.

While at Bishop Ludden, Jones was on the basketball team. He had plenty of school spirit and still has fond memories of the school, especially of the basketball program. He is currently worried about having enough money to send his kids to college, so he might be annoyed by constant requests for donations from Bishop Ludden. However, he would be willing to donate a small amount of money. He would be interested in receiving updates about his alma mater.

Parents of Current Students at Bishop Ludden: Stephen and Carol Kramer



Stephen, a 42-year-old white male, and Carol Kramer, a 39-year-old white female, have been married for 19 years and have lived in Syracuse, New York for 21 years. They met at Syracuse University and stayed in Syracuse, having both gotten jobs at the University. They have two sons, Ian and Christopher. Ian, age 16, is a sophomore at Bishop Ludden who is active on the JV Soccer Team. Christopher, age 12, is going into seventh grade and is a prospective student from Bishop Ludden. Carol and Stephen want to provide their sons an education based on their Catholic faith but want to emphasize the importance of friendship and cultivate relationships that their kids have made at school. They are active on Facebook but do not use any other social media sites (Liverpool, New York, 2016).

Stephen and Carol have a strong Catholic background, having both gone to Catholic high schools. They attend weekly masses as a family at their church in Syracuse. They chose to enroll Ian at Bishop Ludden because of their Catholic affiliation, but mostly because of the family-like atmosphere. Carol is active in the Parent Teacher Organization and Stephen attends all the Junior Varsity and Varsity soccer games.

Because of Ian's involvement in soccer, Stephen and Carol often donate money to Bishop Ludden's athletic programs. Since Christopher may be attending Bishop Ludden soon, information via mail and on Facebook would be important to give the Kramer's more information about the school and about potential donations. Their faith is a crucial aspect of their daily lives so both would be eager to continue donating to the school in the future.

Research Objectives

Determine the communication behaviors of Bishop Ludden alumni

Evaluate the attitudes and opinions that alumni have towards Bishop Ludden

Evaluate the attitudes and opinions that current parents have towards Bishop Ludden

Research Methodology

Methodology: We used triangulation as our methodology, which utilizes two or more research methods to gain a more holistic understanding of the situation. We combined primary qualitative and primary quantitative strategies to develop a more accurate representation of the reasons behind Bishop Ludden's decreasing enrollment rates. This methodology was preferable to using only one because our research objectives required both qualitative and quantitative factors from both key publics in order to get a complete understanding of our research objectives.

Research Method 1: Social Listening Analysis

Sampling Frame: We will be looking at social media posts from October 2016 to April 2016 that focus on conversations from our key public, alumni of school, regarding Bishop Ludden and the Catholic school system in Syracuse, N.Y.

Rationale: We utilized social listening to better understand our key publics' interests and concerns about Bishop Ludden and related topics. In addition, this method allowed us to further analyze social media content collectively, as well as view the manifest and latent content of the alumni postings. We were able to further grasp how alumnus use social media, and gather information on their social media behaviors.

Execution:

- **Recruiting Method:** None
- **Location:** Online (Sysomos MAPs)
- **Length:** Three weeks
- **Incentive:** None

- **Number of Social Media Posts:** 30

Data Analysis Method: Content Analysis

Research Method 2: Online Survey

Sampling Frame: We will be sampling from a population of parents that currently have students at Bishop Ludden, as well as alumni of Bishop Ludden.

Rationale: We conducted online surveys for our two key publics in order to get a more thorough understanding of their attitudes and behaviors towards donating to Bishop Ludden and their media behaviors. The surveys helped us learn specific traits about our key publics that have not been specified through social media listening or focus groups.

Execution:

- **Recruiting Method:** None
- **Location:** Online
- **Length:** 15 questions per survey
- **Incentive:** None
- **Number of Participants:** 83

Data Analysis Method: Qualtrics Survey Analysis

Research Method 3: Focus Group

Sampling Frame: We will be sampling from a population of parents that currently have children at Bishop Ludden.

Rationale: We organized a focus group in order to gather qualitative research on the current parents of student who attend Bishop Ludden so that we could gain a better insight into their thoughts and opinions towards the school.

Execution:

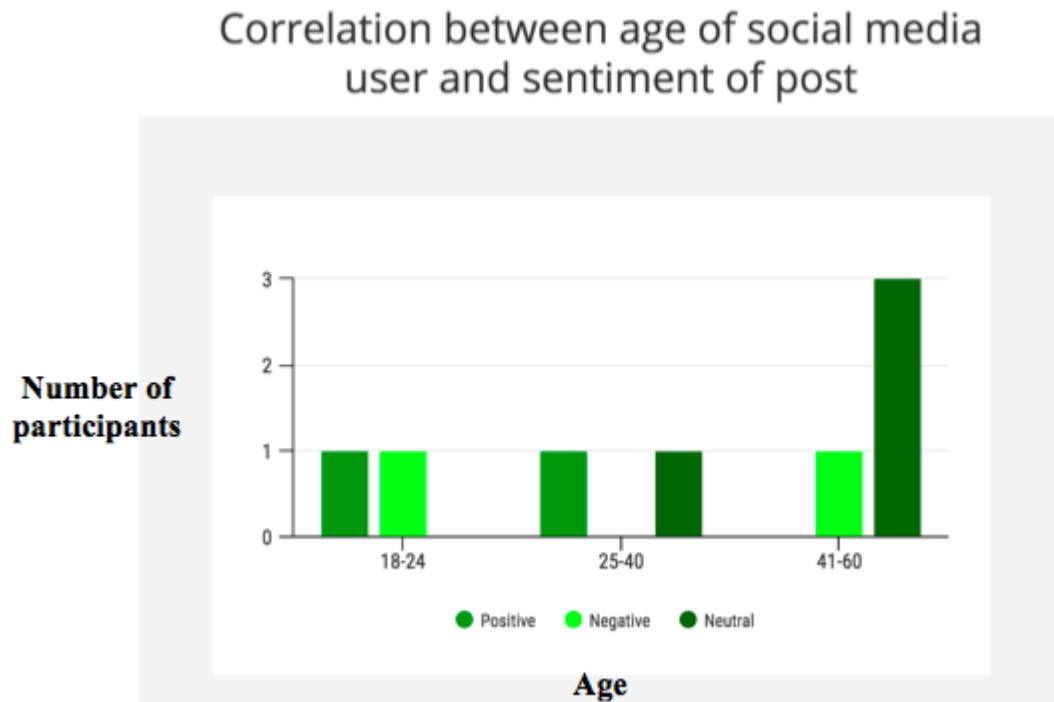
- **Recruiting Method:** Phone and in-person
- **Location:** Bishop Ludden Junior-Senior High School
- **Length:** 55 minutes
- **Incentive:** Doughnuts and water
- **Number of Participants:** 11

Data Analysis Method: Content Analysis

Research Results and Analysis

Social Listening Analytics Report

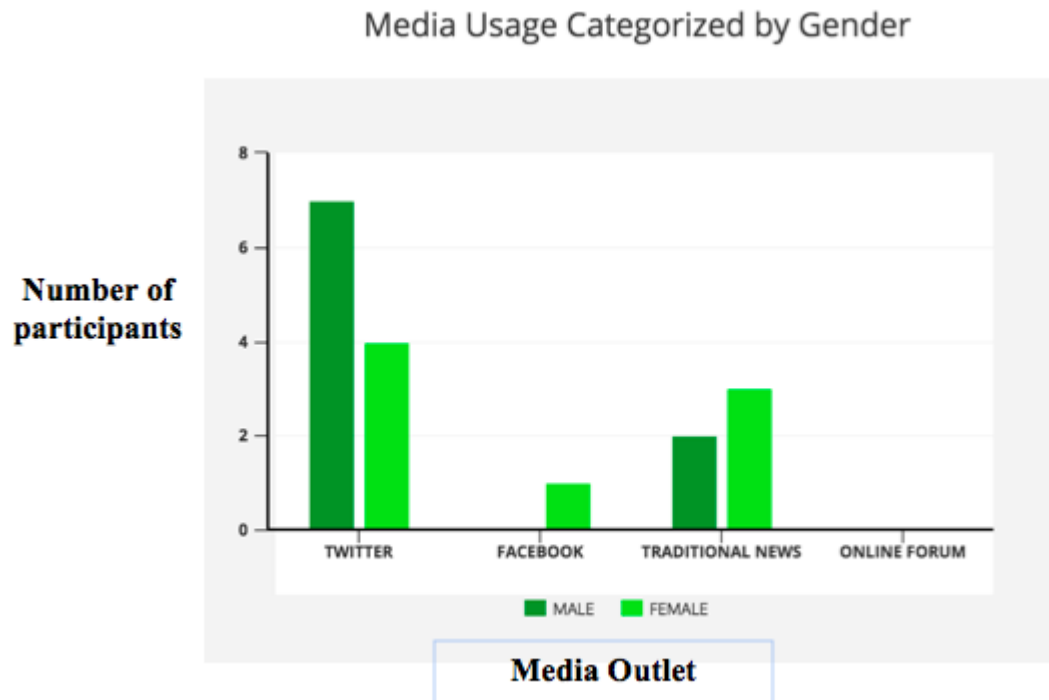
Summary #1:



According to our social listening exercise, the most significant age groups that were present were between three age groups. We chose to analyze the correlation between age group and sentiment and the overall attitude that was portrayed through the message.

The most prevalent age group that occurred in our analysis was the 41-60 age group. Among those positive sentiments within this group, phrases like “Catholic schools,” “all students benefit” and “keeping their kids Catholic” were commonly used. The individuals within this age group are most likely parents with children at Bishop Ludden, so creating relationships with the parents that are active on social media may aid in generating positive conversation around the school on various social media platforms. These relationships may also help to improve current parents’ attitudes and opinions regarding the school.

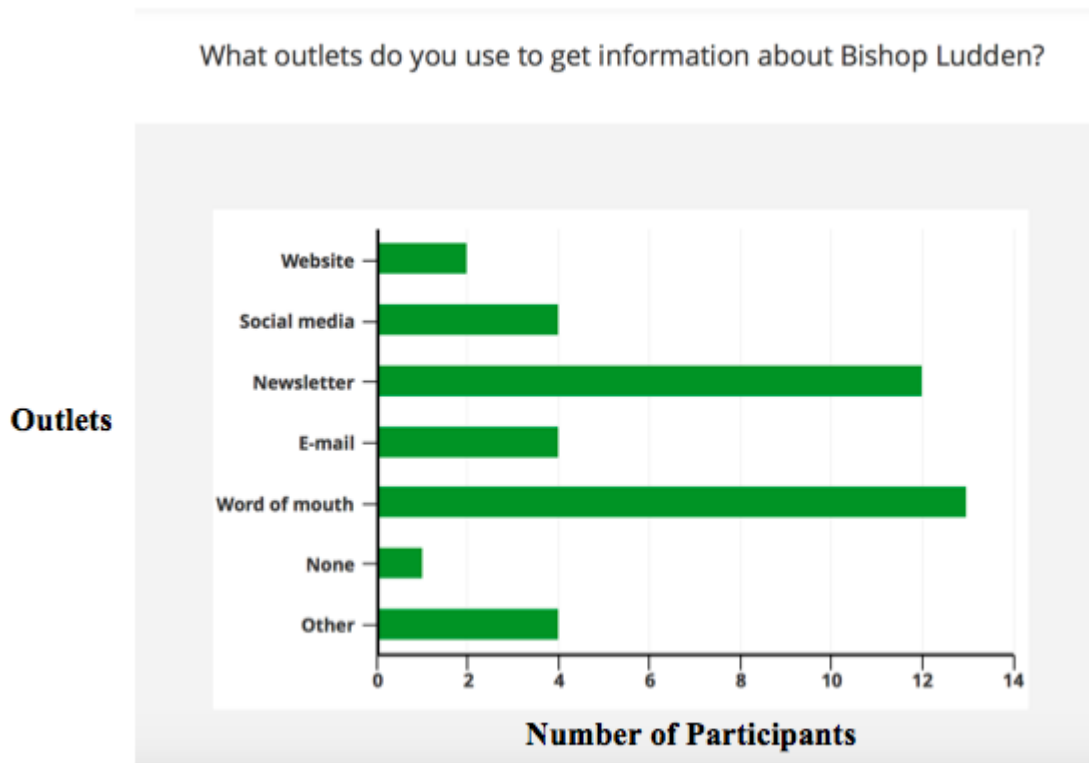
Summary #2:



Compared to Facebook, online forums and traditional news, Twitter was the most commonly used media platform among those analyzed with seven tweets from males and four from females. Bishop Ludden should work to strengthen its presence on Twitter and should work to address issues regarding the school to help improve relationships with the school's community through social media. Although a large majority of the messages analyzed were from social media, traditional news outlets made up 20 percent of all codes analyzed; thus, Bishop Ludden should maintain its outreach via traditional news to reach another segment of its public.

Online Survey

Summary #1:

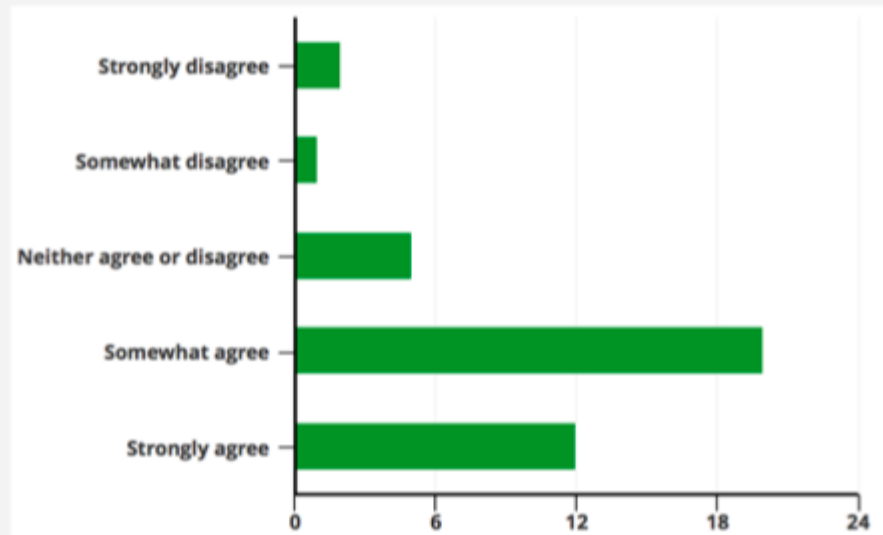


We asked respondents, “Which of the following outlets do you use to get information about Bishop Ludden?” The highest two responses were “social media” (32.5 percent) and “newsletter” (30 percent). One of the lowest responses was “Bishop Ludden Website” with 5 percent of responses. The “other” response received 10 percent of respondents. They gave answers such as, “word of mouth,” “Facebook,” and “all of the above.” This exemplifies that there are multiple channels in which Bishop Ludden alumni receive information regarding the school. Therefore, Bishop Ludden should continue to use multiple channels, such as social media, the newsletter and email to reach alumni.

Summary #2:

Level of agreement to the following statement: "I enjoy using social media."

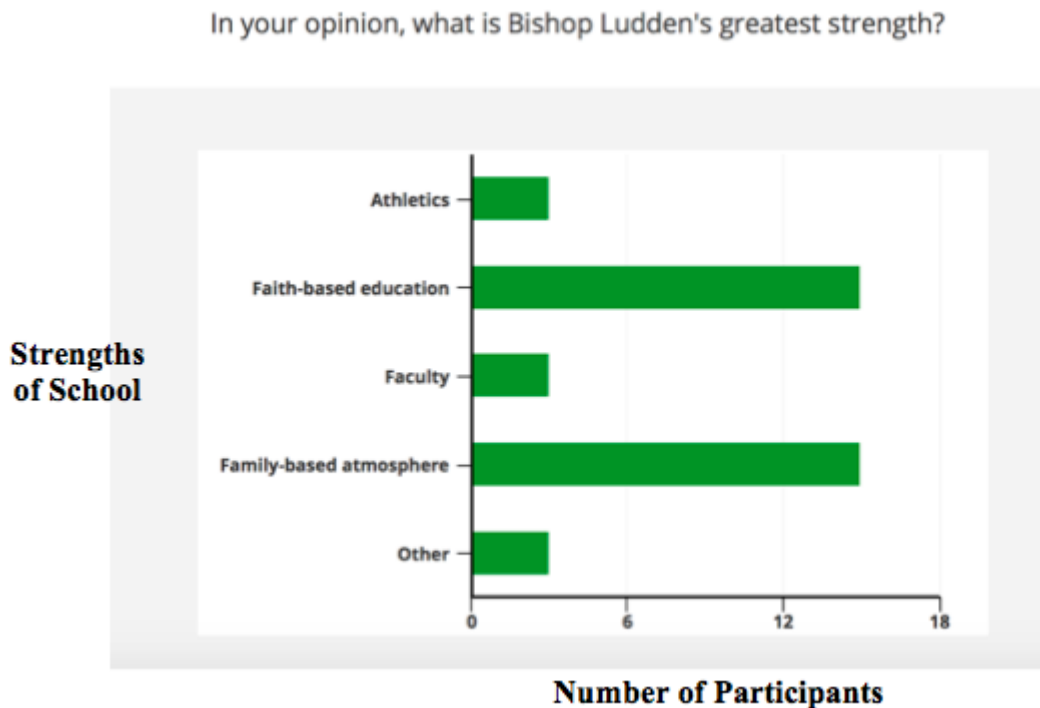
Sentiment



Number of Participants

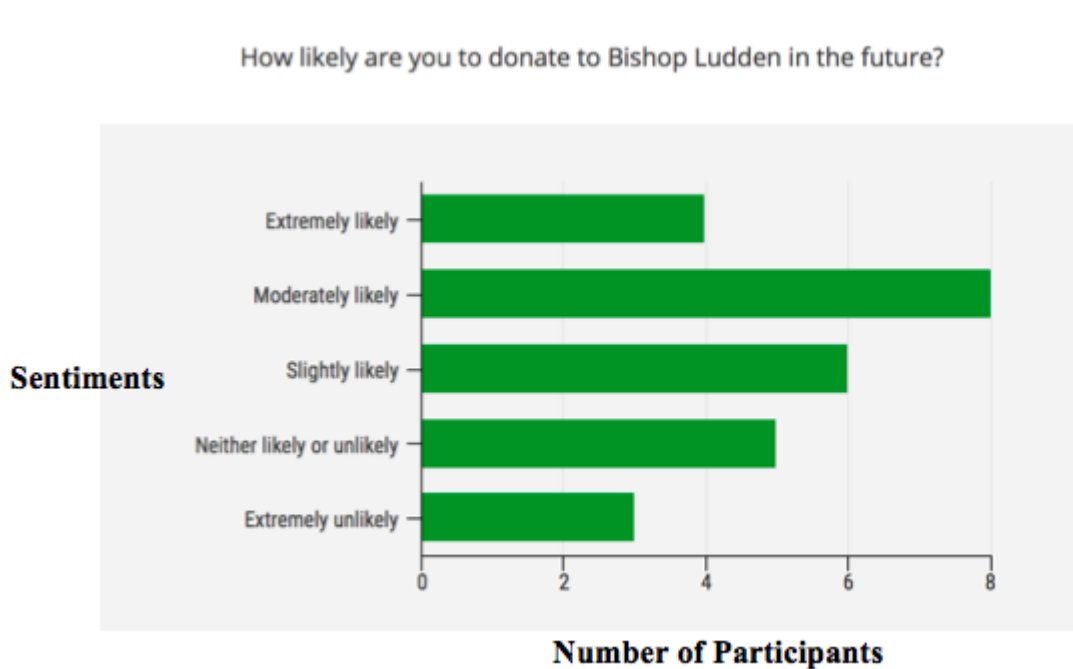
We asked alumni to select their level of agreement with the statement, "I enjoy using social media." The most frequent answer (50 percent) was that the alumni "somewhat agree" with the statement. The next highest answer was "strongly agree" with the statement (30 percent). The lowest percentage of respondents "somewhat agreed" with the statement (2.5 percent). This exemplifies that social media may be a good outlet to reach alumni. The results also display that social media may not be the only effective outlet to engage with alumni.

Summary #3:



First, in focusing on our objective of understanding parents' attitudes toward Bishop Ludden, we discovered that the greatest strength parents' find in Bishop Ludden is a faith-based education and a family-based atmosphere. Both responses had equal weight with parents, with 14 responses for each. The next highest responses were a three-way tie with the following strengths: the faculty, the athletics and other. The responses listed through other were "location," "catholic school" and "academics." Even with the open-ended responses as evident through the "other" option, all the parents surveyed agreed that a Catholic-based education and a family-based atmosphere are Bishop Ludden's strongest, and therefore, most marketable features that Bishop Ludden should focus on going forward.

Summary #4:



Next, we asked about the level of parents' willingness to donate to Bishop Ludden. The highest number of responses were for "moderately likely" to donate, with eight responses. Second, "slightly likely" had the second highest rate of responses with six. "Neither likely or unlikely" had five votes followed by "extremely likely" with four. Lastly, "extremely unlikely" had the least amount of responses with three. As evident with this information, parents are not likely to donate based on the current data, as they are not fully confident or sure in donating to Bishop Ludden. Only 15% of parent's responses were within the range of "extremely likely" to donate. The percentage of responses of "moderately" or "slightly" likely to donate was 54%. However, the number of responses of parents that are unsure or unlikely to vote is still high, with 31 percent of parents surveyed saying they were "unlikely" or "extremely unlikely" to donate. Bishop Ludden needs to analyze the attitudes that parents' have towards Bishop Ludden's strengths (as evident in Summary #3) and highlight those strengths to encourage more donations.

Focus Groups

Theme #1:

Parents believe that one of Bishop Ludden's biggest strengths is the small, family-oriented atmosphere it provides.

When asked what words come to mind when participants hear the name Bishop Ludden, answers included "family," "comfortable," "tradition" and "community." Parents said that some of their favorite aspects of Bishop Ludden include its small size, good student-teacher ratio and welcoming environment. One participant stated that she chose Bishop Ludden for her child because of its "sense of warm tenderness," adding that she has always felt like the faculty and staff "truly cared about my child as a person." Many parents noted that the school's small size allows their children to receive more individual attention than they would at a larger school. Participants also emphasized that Bishop Ludden is an accepting community, and their children feel welcomed and supported at school.

Theme #2:

Parents agreed that Bishop Ludden's communication is repetitive, dated and does not focus on the important aspects of the school.

When asked if they feel like Bishop Ludden keeps them well-informed about news and events, many of the parents said no. The follow up question asked participants what Bishop Ludden could do to improve its communication habits. Parents responded by saying they get repetitive phone calls from the school and would like to receive less calls. They said they would prefer "getting a lot of emails with pictures" over getting phone calls because they enjoy seeing pictures of their own children in emails. In addition, parents felt that the school communicates

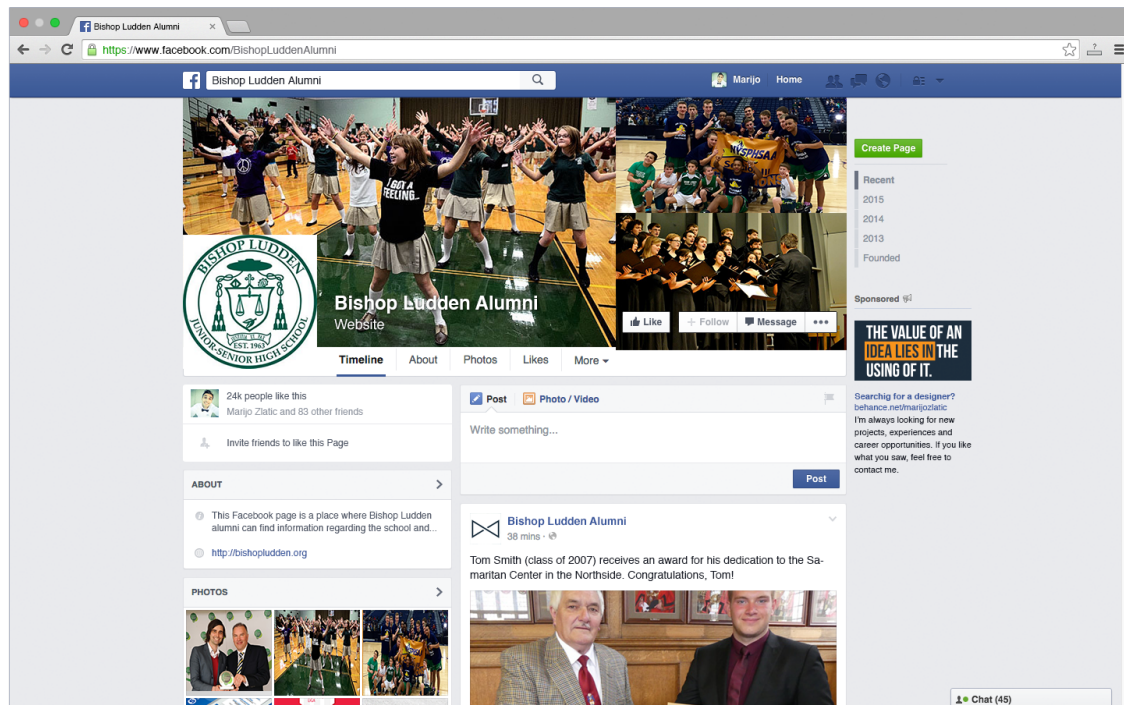
with them about large events, but neglects to mention smaller events that they would be interested in attending. Finally, almost all participants agreed that Bishop Ludden often communicates information to parents after major events have passed, so they would like to receive news in a timelier manner.

Interesting Observations:

When asked about what words participants would use to describe Bishop Ludden, almost every participant nodded and smiled when responses included positive words like “family” and “community.” There was one participant who gave a negative response about her experience with Bishop Ludden, but none of the other parents nodded or agreed with her. The majority of participants agreed that the school’s biggest problem is that it has to find new ways to recruit more students. While the majority of the participants gave a thumbs up that Bishop Ludden keeps them well-informed about events, many also commented that its current methods of communication are not consistent and often contain repeated information. Two participants were emotional during the conversation when talking about how Bishop Ludden has positively affected their child’s education. At the end of the conversation, when participants were discussing why they think the school possesses a comfortable atmosphere, the participants were engaging with each other by laughing and joking with one another, almost as if they were a real family.

Recommendations

Recommendation 1:



High Standards PR found that Bishop Ludden alumni are prevalent and active on social media. According to our survey results, 85 percent of respondents use social media and 65 percent of them use Facebook as their preferred social media platform. Because of these results, we determined that Bishop Ludden should strengthen its presence on social media to create a more defined presence on its alumni's Facebook newsfeeds. The school should utilize its alumni's social media prevalence to generate posts and send messages on Facebook.

Strategy: Strengthen presence on Facebook to reach alumni via public Facebook page and new Bishop Ludden alumni group page.

Rationale: If Bishop Ludden wants to perform outreach to its vast alumni base, it should strengthen its presence on Facebook. Bishop Ludden should make its school Facebook page public in order for it to be more accessible to people and alumni who have inquiries regarding the school. By creating a separate Facebook page specifically for alumni, Bishop Ludden would have a centralized pool of alumni that it could send messages. It would also act as a place where alumni could network and connect.

Recommendation 2:

Based on High Standard PR's research, we found that the school's parents and alumni are active on Facebook; however, the outreach needs to be different towards those two publics. In order to create a scheduled outreach system, Bishop Ludden should have prepared Facebook posts to inform the public of necessary information.

Strategy: Bishop Ludden hires a student to be a social media intern to help maintain all of Bishop Ludden's various Facebook posts.

Rationale: Bishop Ludden should recruit a student to intern as a social media intern to create a mutually beneficial relationship. The school will benefit because of the student's knowledge of social media and the student will benefit by having the experience on his/her resume.

Recommendation 3:

High Standards PR suggests that Bishop Ludden alter its media outreach strategy to alumni in order to reach a larger portion of that public. According to our survey results, a large majority of alumni are on social media, however, a substantial portion of the public utilizes traditional media and other sources to stay informed on news regarding the school.

Strategy: Maintain and regularize media outreach on multiple media platforms.

Rationale: Although 32.5 percent of survey respondents use social media to receive information and updates about Bishop Ludden, 30 percent of respondents use the school newsletter via traditional mail or email to receive their information regarding the school. Bishop Ludden should create a scheduled plan to do outreach via traditional and social media to keep more of its alumni updated and informed. By creating a media outreach schedule, Bishop Ludden alumni will expect to receive the alumni newsletter via traditional mail and email, and they will also see several Facebook posts on their newsfeeds.

Recommendation 4:

Based on our focus group research, High Standards PR determined that parents want to have a centralized source of information and more consistent updates. A majority of focus group participants agreed that they were not well-informed when it came to information regarding the school, and all 11 participants agreed that they would prefer having one centralized source where they could receive all school updates and information.

Strategy: Create one centralized source that parents can rely on and easily access to school information and updates.

Rationale: Our focus group participants expressed their dislike for the repetitive phone calls that they receive from Bishop Ludden, and they agreed that they would prefer receiving one email with all the necessary information and updates from the school. By sending one email with all of the school's information, parents will be able to have the information at their fingertips and will be able to find necessary information in one place.

Appendices

Appendix A: Social Listening Coding Sheet

Variable	Instruction	Post #1	Post #2	Post #3
Coder	Coder's Name 1 = Taylor 2 = Serena 3 = Niki 4 = Natalie 5 = Alex			
Specific Search Terms Used	1 = Christian Brothers Academy AND Syracuse 2 ="Bishop Ludden" AND Student 3= "Bishop Ludden" AND Syracuse 4="Bishop Ludden" AND Graduation 5= "Bishop Ludden" AND Syracuse AND Parent 6= "Christian Brothers Academy" AND "Student" 7= "Bishop Ludden" 8= "Syracuse" AND "Catholic Schools" 9="Catholic Schools" AND Donation			

	10="Catholic Schools" AND alumni 11="Private Schools" AND alumni 12= "Catholic" AND "Parents" 13= "Alumni" and "Catholic"			
Social Media Platform	The platform on which you found the information: 1= Blog 2= Twitter 3 = Online Forum 4 = Facebook 5 = YouTube 6 = Traditional news			
Date	Date the social media post was published Write the month, day, and year 0 = Missing data N/A = Not Applicable (write in the reason for N/A)			
Age	Age of person who posted the information 0 = Missing data N/A = Not Applicable			

	(write in the reason for N/A) 1= under 18 2 = 18-24 3= 25-40 4 = 41 – 60 5 = 61+			
Race	Race/Ethnicity of the Person who posted the information 0 = Missing Data N/A = Not Applicable (write in the reason for N/A) 1= American Indian or Alaska Native: A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment. 2 = Black or African American: A person having origins in any of the black racial groups of Africa. 3 = Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of			

	<p>Hawaii, Guam, Samoa, or other Pacific Islands</p> <p>4 =Hispanic or Latino: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term, "Spanish origin", can be used in addition to "Hispanic or Latino".</p> <p>5 = White: A person having origins in any of the original peoples of Europe.</p> <p>6 =Asian: A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.</p> <p>7 = Other (write in the race or ethnicity)</p>			
Gender	<p>Gender of Person who posted information:</p> <p>0 = Missing Data</p> <p>N/A = Not Applicable</p>			

	(write in the reason for N/A) 1 = Male 2 = Female 3 = Other (write in the gender)			
Sentiment	A social media post's sentiment (or tone) is constructed by using quotes, assertions, or innuendos, which results in positive, neutral, or negative coverage for the information searched 0 = Missing Data N/A = Not Applicable (write in the reason for N/A) 1 = Positive 2 = Negative 3 = Neutral			
Sentiment Keywords	What keywords or phrases are associated with the post that created the sentiment (tone) coded above? Write in a maximum of 5 keywords 0 = Missing Data N/A = Not Applicable (write in the reason for N/A)			

Appendix B: Qualtrics Survey

Survey #1: Bishop Ludden Alumni Social Media Survey

We are a group of Syracuse University students conducting a survey about attitudes concerning social media. The survey will take about 5 minutes. Thank you.

What year did you graduate from Bishop Ludden?

- ☐ 1963–1970
- ☐ 1971–1980
- ☐ 1981–1990
- ☐ 1991–2000
- ☐ 2001–2010
- ☐ 2011–2016

Do you use social media?

- ☐ Yes
- ☐ No

What social media platforms do you use?

- ☐ Facebook
- ☐ LinkedIn
- ☐ Twitter
- ☐ Instagram
- ☐ None
- ☐ Other (please specify)

What are your top three most preferred social media sites?

First Choice

Second Choice

Third Choice

Please select your level of agreement to the following statement: I enjoy using social media.

- ☐ Strongly agree
- ☐ Somewhat agree
- ☐ Neither agree nor disagree
- ☐ Somewhat disagree
- ☐ Strongly disagree

Please select your level of agreement to each statement.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree
Social media is an effective way to receive news updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I check social media at least 3 times a day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am up to date on the latest social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What do you enjoy about using social media?

What are your top three reasons for using social media?

Reason 1

Reason 2

Reason 3

Which of the following outlets do you use to get information about Bishop Ludden?

- ☐ Bishop Ludden website
- ☐ E-mail
- ☐ Newsletter (via traditional mail or e-mail)
- ☐ Word of mouth
- ☐ Social Media
- ☐ None
- ☐ Other (please specify):

Have you ever donated to Bishop Ludden?

- ☐ Yes
- ☐ No

What state do you currently live in?

Would you be interested in participating in a focus group on this topic in the Syracuse area? If you answered "yes", please include your email in the space provided.

- ☐ Yes
- ☐ No

Survey #2: Bishop Ludden Parent Satisfaction Survey

We are a group of Syracuse University students conducting a survey on attitudes about education. Please help us by completing this 2-minute survey below. All responses are confidential. Thank you.

How did you initially hear about Bishop Ludden?

- ☐ Through a friend
- ☐ Search engine
- ☐ Social media
- ☐ At a recruiting event
- ☐ Other (please specify)

How many children do you currently have enrolled at Bishop Ludden?

- ☐ None
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ Other (please specify)

Display This Question:

If **How many children do you currently have enrolled at Bishop Ludden? None** Is Selected

If you answered none to the previous question, how likely would you be to enroll your child/children in Bishop Ludden?

- ☐ Extremely likely
- ☐ Somewhat likely
- ☐ Neither likely nor unlikely
- ☐ Somewhat unlikely
- ☐ Extremely unlikely

Display This Question:

If **How many children do you currently have enrolled at Bishop Ludden? 1** Is Selected

And **How many children do you currently have enrolled at Bishop Ludden? 2** Is Selected

And **How many children do you currently have enrolled at Bishop Ludden? 3** Is Selected

And **How many children do you currently have enrolled at Bishop Ludden? Other (please specify)** Is Selected

Please describe why you chose to send your children to Bishop Ludden instead of other educational institutions:

In what grades are your children enrolled? Check all that apply.

- ☐ 7th grade
- ☐ 8th grade
- ☐ 9th grade
- ☐ 10th grade
- ☐ 11th grade
- ☐ 12th grade
- ☐ none

In your opinion, what is Bishop Ludden's greatest strength?

- ☐ Faculty
- ☐ Parent Teacher Organization
- ☐ Athletics
- ☐ Faith-based education
- ☐ Fine Arts Programs
- ☐ Alumni network
- ☐ Family-based atmosphere
- ☐ Staff
- ☐ Other (Please Specify)

How pleased are you with Bishop Ludden's faculty's availability outside of regular class time?

- ☐ Extremely pleased
- ☐ Somewhat pleased
- ☐ Neither pleased nor displeased
- ☐ Somewhat displeased
- ☐ Extremely displeased

How pleased are you with Bishop Ludden's faculty's commitment to students?

- ☐ Extremely pleased
- ☐ Somewhat pleased
- ☐ Neither pleased nor displeased
- ☐ Somewhat displeased
- ☐ Extremely displeased

Do you currently receive updates from Bishop Ludden, in the form of email or newsletters?

- ☐ Yes
- ☐ No

Select your level of agreement to this statement: I would like to receive updates through social media sites about Bishop Ludden.

- ☐ Strongly agree
- ☐ Somewhat agree
- ☐ Neither agree nor disagree
- ☐ Somewhat disagree
- ☐ Strongly disagree

Are you actively involved with social media networks?

- ☐ Yes
- ☐ No

Display This Question:

If **Are you actively involved with social media networks? Yes** Is Selected

Please rank the following phrases based on your personal preferences.

	Agree	Neutral	Disagree
I have a Facebook account but don't use it daily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a Facebook account and use it daily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Display This Question:

If **Are you actively involved with social media networks?** Yes Is Selected

Please select the phrase that most accurately describes your Twitter habits.

- ☐ I have a Twitter account and use it daily
- ☐ I have a Twitter account but I don't use it daily
- ☐ I do not have a Twitter account.

Do you currently make any monetary donations to Bishop Ludden?

- ☐ Yes
- ☐ No

Display This Question:

If **Do you currently make any monetary donations to Bishop Ludden?** Yes Is Selected

I donate to Bishop Ludden to support...

- ☐ Athletics
- ☐ The Arts
- ☐ Administration
- ☐ Academia
- ☐ Religious Programs
- ☐ General Support
- ☐ Other (Please Specify)

Display This Question:

If Do you currently make any monetary donations to Bishop Ludden? No Is Selected

How likely are you to donate to Bishop Ludden in the future?

- ☐ Extremely likely
- ☐ Moderately likely
- ☐ Slightly likely
- ☐ Neither likely nor unlikely
- ☐ Slightly unlikely
- ☐ Moderately unlikely
- ☐ Extremely unlikely

What type of information from Bishop Ludden would you like to receive more of?

- ☐ Student updates
- ☐ Upcoming events
- ☐ Faculty updates
- ☐ Athletic updates
- ☐ Alumni information
- ☐ None
- ☐ Other (please specify)

Would you be interested in participating in a focus group on this topic in the Syracuse area? If you answered "yes", please include your email in the space provided.

- ☐ Yes
- ☐ No

Appendix C: Focus Group Questionnaire

<p>Welcome (2 minutes)</p>	<p>Welcome. Thank you for agreeing to participate in this focus group. My name is Alex Ambrose, and I will be the moderator for today's group discussion.</p> <p>I would like to talk to you today about your attitudes and opinions about education. The purpose of this focus group is to understand communication between schools and current parents.</p> <p>I am going to ask you a few questions; I ask that only one person speak at a time. There are no right or wrong answers, but please do respect each other's answers or opinions.</p> <p>The rest of my team is here for the purpose of taking notes and making observations.</p> <p>In addition, I will be tape recording the discussion today because I don't want to miss any part of your comments. I will treat your answers as confidential. We are only going to use first names and last initials during the discussion but will not use names in the study. We also ask that each of you respect the privacy of everyone in the room and not share or repeat what is said here in any way that could identify anyone in this room.</p> <p>Finally, this discussion is going to take about 25 minutes. If at any time you want to stop, please let me know. Does anyone have any questions before we start?</p>
<p>Ice Breaker (2 minutes)</p>	<p>[START TAPE RECORDER NOW]</p> <p>I would like to go around the room and have each person say the number of children he/she has at Bishop Ludden.</p> <p>Thank you. I ask that you say your first name & last initial before giving an answer.</p>
<p>Opening Question (3 minutes)</p>	<p>If Bishop Ludden had a limitless budget, what is one improvement you would like to see made to the school?</p> <p>Let's talk about Bishop Ludden in general.</p> <p>When I say "Bishop Ludden", what is the first thing that comes to mind? <i>Probe: why does this word/phrase come to mind?</i></p>

Group Discussion – Topic 1 (5 minutes)	If Bishop Ludden had a limitless budget, what is one improvement you would like to see made to the school?
Group Discussion – Topic 2 (5 minutes)	<p>Now, let's talk about features of Bishop Ludden.</p> <p>What features are important to you when choosing a school for your children?</p> <p>Clarification: programs, aspects of school</p> <p>What are your top two favorite features that Bishop Ludden offers?</p> <p>What is the most important feature?</p> <p><i>Probe: why is it the most important?</i></p>
Group Discussion – Topic 3 (5 minutes)	<p>Now, let's talk about Bishop Ludden's communication habits.</p> <p>Thumbs up if you agree with the following statement: "Bishop Ludden keeps me well-informed about news and events."</p> <p>What is one way Bishop Ludden could improve its communication with parents?</p>
Final Thoughts (5 minutes)	<p>In closing, I would like to pose one last question.</p> <p>What would you say to parents who are considering sending their children to Bishop Ludden?</p>
Review and Wrap-up (2 minutes)	<p>[Provide summary of discussion] Did I correctly summarize your comments in today's discussion?</p> <p>Thank you for coming today and sharing your opinions with me. I hope you enjoyed the discussion.</p>

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