



Specific **M**easurable **A**ttainable **R**ealistic **T**ime-Oriented Recruitment Planning for Community Colleges

Moryah Jackson
Program Director
Recruitment and Community Outreach
Midlands Technical College
Columbia, SC

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Objectives:

- ❑ To identify the components of an effective recruitment plan
- ❑ To provide tips and best practices for creating a campus wide recruitment plan
- ❑ To illustrate how to create a seamless enrollment process for students

Midlands Technical College

- ❑ SC State Technical College System
- ❑ SACS Accredited
- ❑ Columbia, SC
- ❑ Over 100 programs
- ❑ Serves Richland, Lexington and Fairfield Counties
- ❑ 11,100 credit
- ❑ 30,000 non-credit
- ❑ 2 Middle Colleges
- ❑ Average age 27
- ❑ 42% male, 58% female
- ❑ 56% white, 32% black, 12% other
- ❑ Largest source of transfer students to Columbia College and the USC (outside USC System)



Purpose of Recruitment

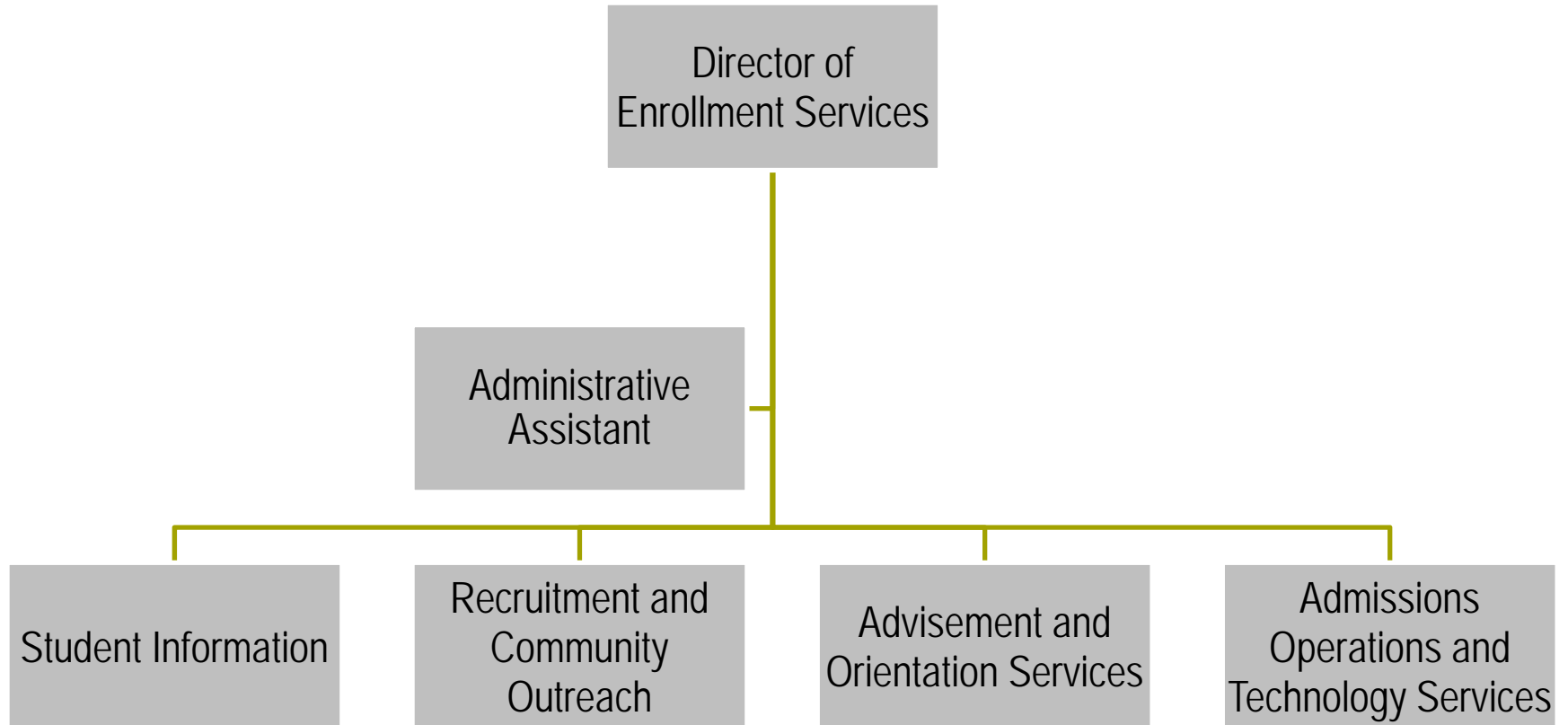
- Identify
 - Markets
- Attract
 - What makes your institution the best first choice?
 - Why should a student enroll at your institution?
- Enroll
 - What is the enrollment process?
 - Admissions, Financial Aid, Advisement, Registration
 - When, where and how to enroll?



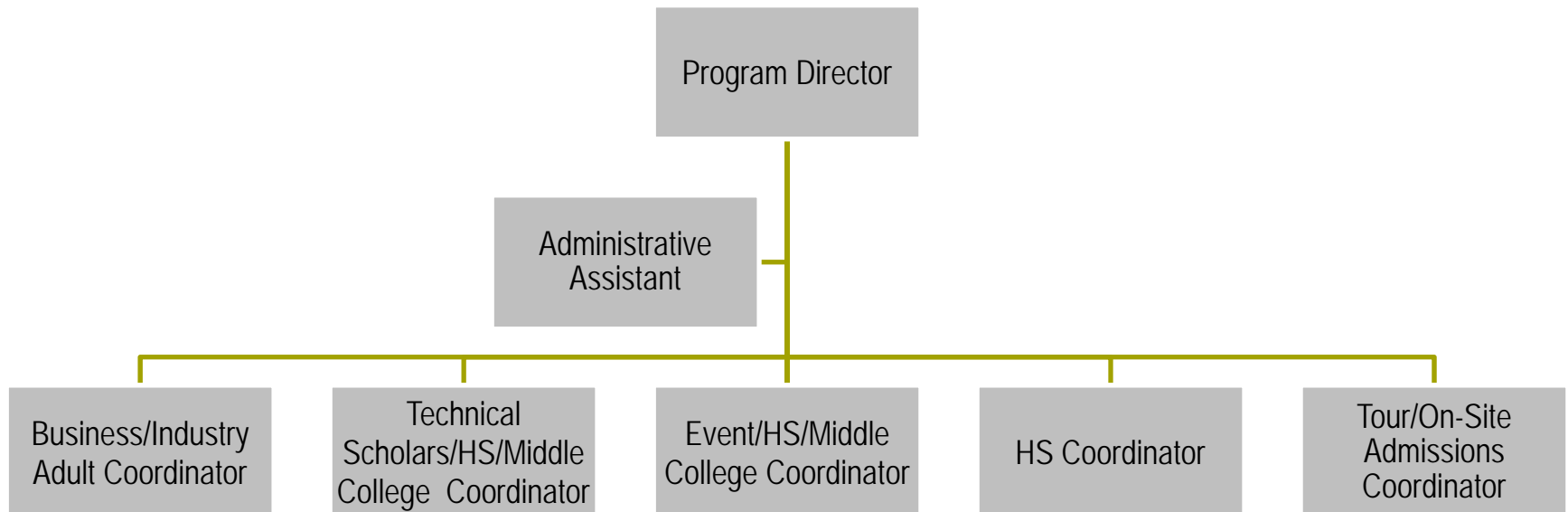
The Role of the College Recruiter

- Role and title vary from institution to institution
 - Face of institution
 - Internal and external marketing
 - Facilitator
- Common responsibilities:
 - Coordinating events and campus tours
 - Visiting high schools
 - Attending college fairs
 - Targeting non-traditional populations
 - Developing relationships with high school counselors
 - Speaking with students and families
 - Providing follow-up communications

Organization: Enrollment Services



Organization: Recruitment and Community Outreach





Enrollment Services Work Flow

- Enrollment Services Council
- Admissions Technical Unit
- Student Information
- Recruitment and Community Outreach
- Admissions
- New Student Advisement and Orientation Services



Research - Schools

- ❑ How many students from the high school have graduated from your institution and at what degree level?
- ❑ How many students are currently enrolled from the high school?
- ❑ How many students have applied so far for the next fall?
- ❑ Have any students been denied or will be denied before your visit?
- ❑ What was the yield rate last year?
- ❑ Are there any volatile political issues? Review evaluations and notes.
- ❑ Who sets appointments for visits? What are the “rules”?
- ❑ Call back to confirm and determine how many materials are needed.



Research – Non-Traditional Students

- ❑ What are my area demographics?
- ❑ What level of education to constituents have?
- ❑ What level of education do constituents need?
- ❑ What jobs are emerging?
- ❑ Who are the largest employers?
- ❑ Where do I find non-traditional students?
- ❑ Who are my contacts?



Research – Area Competition

- What institutions of higher education are in the area?
- Where are they located?
- What do they offer?
- How do they target students?
- What is their enrollment process? Cost?
- How are they structured?
- What is their academic calendar?



Community Relationship Management

- Get to know area schools:
 - Principals
 - Counselors
 - Teachers
- Has anyone expressed interest? May I have their names/contact information?
- How large are classes?
- Do you host events? If so, when?
- Do you need any special information?



Community Relationship Management

- Get to know:
 - HR Directors
 - Non-Profit Executives
 - Church leaders
- Has anyone expressed interest? May I have their names/contact information?
- Who is your target population?
- Do you host events? If so, when?
- Do you need any special information?



Creating an Effective Recruitment Plan

- Campus wide recruitment
- Link
 - Institutional Strategic Plan
 - Environmental Scans
 - Enrollment Goals
 - Retention Goals
 - Marketing Plan
- Focus

Planning

- “Plan the work...”
 - Analyze the funnel
 - Identify markets
 - Successful current practices
 - Planning assumptions
- Set the goals
 - S.M.A.R.T.
- “...work the plan.”
 - Formulate key strategies
 - Develop action plans for each key strategy
- Excessive Activity Syndrome
 - Activity-Oriented vs. Results-Oriented
- Evaluation



Analyze the Enrollment Funnel

- Know the number and conversion/yield rate:
 - Prospects
 - Inquiries
 - Applications
 - Acceptances
 - Assessment
 - Enrolled
- Determine by term, market segment, program, etc.

Target Markets

- Primary: High-yield, easily identifiable
 - Majority of time, energy, resources expended here
- Secondary: Lower-yield, substantially larger/more diverse
 - Success often related to image/reputation and or unique programs/offerings
 - “By what means and with what resources can we achieve cultivation of secondary market?”
- Tertiary/Test: Unknown quantity, could be productive
 - “To what extent should the college invest scarce resources in attempting to cultivate these markets without significant enrollment returns?”



Successful Current Practices

- What are successful current practices at your institution?
- Noel-Levitz Recruitment Practices 2007

Common Planning Assumptions:

- Funding/staffing will remain the same or increase.
- The college's computer system will be adequate to support the needs of the recruitment pan.
- Tuition increases will not exceed 5%.



Set Goals

- **S.M.A.R.T**
- Specific, Measurable, Attainable, Realistic, Timely

Key Strategies

- Designed to achieve established goals
- Use the 80/20 rule:
 - 80% of results derived from 20% effort
 - The challenge is to know which “key” 20% to focus on

Action Plans

- ❑ What are you going to do?
- ❑ When will it be done?
- ❑ Who will be responsible?
- ❑ How much will it cost?
- ❑ How will you know if it has been accomplished?

Activity/ Description	Timetable	Responsibility	Budget	Control/ Evaluation Procedures
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Excessive Activity Syndrome

Activity Oriented

- ❑ Redefining issues
- ❑ Failing to set priorities
- ❑ Focusing on trivial/non-critical issues
- ❑ Working to improve too many procedures simultaneously
- ❑ Involving large numbers of people in improvement process

Results Oriented

- ❑ Recommending specific actions to address issues
- ❑ Establishing top priorities
- ❑ Selecting issues that make the biggest difference
- ❑ Working to improve a small number of critical processes
- ❑ Involving participation of a limited number of interested persons

Evaluation

- Assessment techniques:
 - Mailed, On-Site, Web/E-Mail, Telephone Surveys
 - Focus Groups
- General things to remember:
 - Assessment is not a “one size fits all” proposition
 - Vary techniques to ensure gathering all the quality data possible
 - There is no need to reinvent the wheel each time
- Quality assessment practices mold better programs and services, which means being better at everything else
- Call on institutional research experts to create an assessment tool
- Encourage staff to develop an assessment habit

Summary

- Student success is the objective when creating a recruitment plan
 - Recruit to retain
- To create an effective recruitment plan:
 - Use the institutional strategic plan, environmental scan, enrollment data, marketing plan and retention goals
- S.M.A.R.T. goals allow institutions to:
 - Maintain better control over enrollment
 - Foster teamwork and collaboration
 - Promote student success



Thank You!

Moryah Jackson

Midlands Technical College

You Can Get Anywhere From Here!

www.midlandstech.edu

jacksonmt@midlandstech.edu

P.O. Box 2408

Columbia, SC 29202