



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

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

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# Objectives:

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- ❑ 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

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- ❑ 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

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- 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?



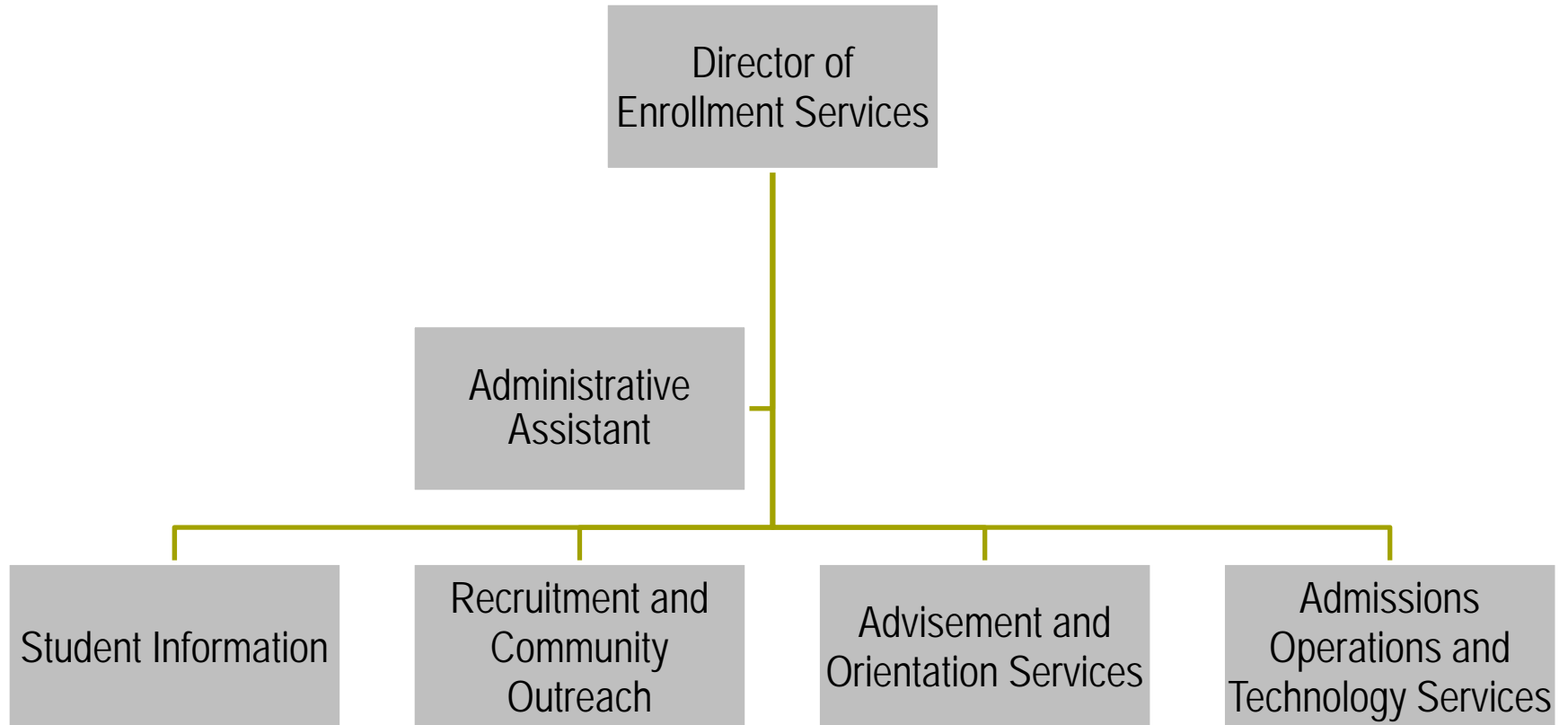
# The Role of the College Recruiter

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- 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

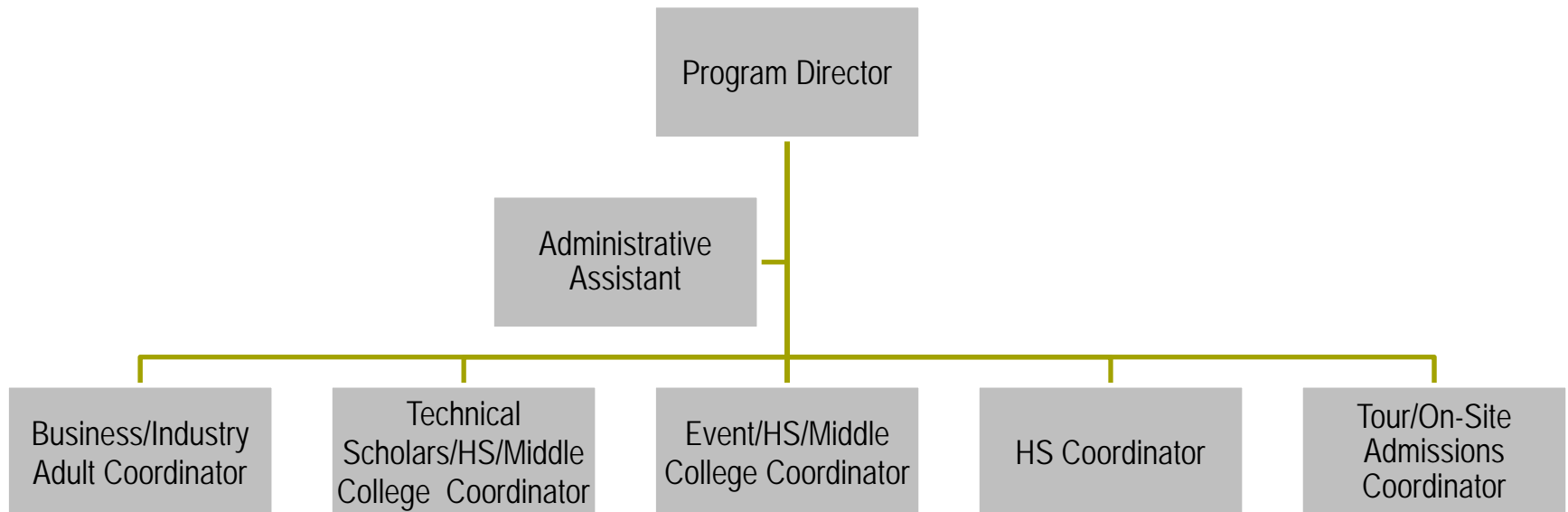
# Organization: Enrollment Services

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# Organization: Recruitment and Community Outreach

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# Enrollment Services Work Flow

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





# Research - Schools

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- ❑ 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

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- ❑ 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

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- 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

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- 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

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- 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

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

# Planning

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- “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

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



# Target Markets

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- 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

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- 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

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- **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

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- ❑ 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?

<b>Activity/ Description</b>	<b>Timetable</b>	<b>Responsibility</b>	<b>Budget</b>	<b>Control/ Evaluation Procedures</b>
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# Excessive Activity Syndrome

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## **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

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- 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

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- 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!

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**Moryah Jackson**

Midlands Technical College

*You Can Get Anywhere From Here!*

[www.midlandstech.edu](http://www.midlandstech.edu)

[jacksonmt@midlandstech.edu](mailto:jacksonmt@midlandstech.edu)

P.O. Box 2408

Columbia, SC 29202