Recruiting Chapter

Ozan Jaquette

Introduction

When we contrast research about enrollment management to descriptions of enrollment management practice, from investigative journalists or from consulting firms [cite], it becomes apparent that the research community is decades behind practice and has ignored a great number of enrollment management practices that affect access to higher education. Thus, the enrollment management remains an opaque industry to researchers and, in turn, to policymakers and the public. Developing thoughtful state and federal policies about enrollment management depends on researchers doing the slow, methodical work of developing an empirical literature that documents enrollment management practices and evaluates their effect on opportunities for students.

The "enrollment funnel," a conceptual heuristic used by the enrollment management industry and shown in figure X, is helpful for framing the development of this empirical literature. The enrollment funnel describes the stages in the student recruitment process (e.g., prospects, inquiries, applicants, accepted applicants, enrolled) in order to inform targeted recruiting interventions. The majority of research on enrollment management focuses on the final stages of the enrollment funnel, specifically which applicants are admitted and the use of financial aid "leveraging" to convert admits to enrollees.By contrast, the enrollment management industry expends substantial resources on earlier stages of the funnel (Noel-Levitz, 2020). "Prospects" are "all the potential students you would want to attract to your institution" (Campbell, 2017). "Inquiries" are prospects that contact the institution, including those who respond to a solicitation and those who reach out on their own.

Table X shows the percentage of undergraduate recruitment budget allocated to different marketing and recruiting activities..[1] Institutions identify undergradaute prospects largely by purchasing "student lists" from College Board, ACT, and other vendors. Table X indicates that private and public institutions spent 14% and 12%, respectively, of their undergraduate recruitment budget on student list purchases. Institutions utilize digital advertising, traditional advertising, and social media to solicit inquiries and to create positive "buzz" amongst potential stealth applicants (Dupaul & Harris, 2012)[CITE OTHER]. Once identified, prospects/inquiries are targeted with face-to-face and remote recruiting interventions designed to solit applications and deepen engagement. Remote recruiting interventions include postcards, brochures, email, and text messages. . Face-to-face recruiting interventions include on-campus visits (12% and 11% of budget, respectively, at private and public institutions) and off-campus recruiting events, often referred to as "travel" (17% and 16% of budget, respectively, at private and public institutions).

PARAGARPH SAYING HARD TO GET DATA ON RECRUITING BEHAVIOR

Empirical research depends on data but obtaining data about marketing and recruiting behaviors is difficult, at least through conventional data collection methods such as surveys and interviews.

PARAGRAPH SAYING WHAT WE DID TO OBTAIN DATA ON OFF-CAMPUS RECRUITNG

(**???**) found that this is true. Here's an example of parenthetical citation (**???**).

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[1]table drawn directly from Noel-Levitz (2020) figure 9; based on a convenience sample of 45 four-year non-profit institutions and 21 four-year public institutions

Figure 1: The enrollment funnel

Table 1: Percentage of budget allocated to marketing/recruiting activities by private non-profit 4yr and public 4yr institutions

Activity	Private	Public
Travel	17	16
Student search (purchased lists)	14	12
Prospective student communications	13	17
Events	12	11
Recruitment publications	11	15
Web services and digital advertising	11	13
Traditional advertising	6	6
International recruitment	5	3
Transfer recruitment	4	4
Other	8	3

More info in this documentation.

References

Campbell, A. (2017). Higher education marketing: How to master your admissions funnel. Retrieved from https://hop-online.com/blog/higher-education-marketing-admissions-process/

Dupaul, S., & Harris, M. S. (2012). Secret shoppers: The stealth applicant search for higher education. *Journal of College Admission*, (Spring 2012), 8–16. Journal Article.

Noel-Levitz, R. (2020). *2020 cost of recruiting an undergraduate student report* (Report). Ruffalo Noel-Levitz. Retrieved from https://learn.ruffalonl.com/rs/395-EOG-977/images/2020_CostRecruiting_Report.pdf