Who? When? Where?

Leverage Your Institutional Data for Successful Student Recruitment

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Institutional Research Conference

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Agenda

- Introduction
- Recruiting Students: Challenges for HEIs
- The "Who," "What," "Where," "When," and "Why"
- U.S. Case Study – the "How"

About Maguire Associates

- Research-based consultancy based in Concord, Massachusetts, USA
- Established in 1983
- Partnered with 400+ public and private HEIs
- Staffed by experts, practitioners, and analysts from a variety of areas within higher education:
  - Admissions & Recruitment
  - Financial Aid
  - Institutional Research
  - Advancement
  - Governing Boards
- Industry leaders in predictive modeling
- Recognized for thought leadership and publications

Recruiting Students:
Challenges for HEIs

Tuition and Fees
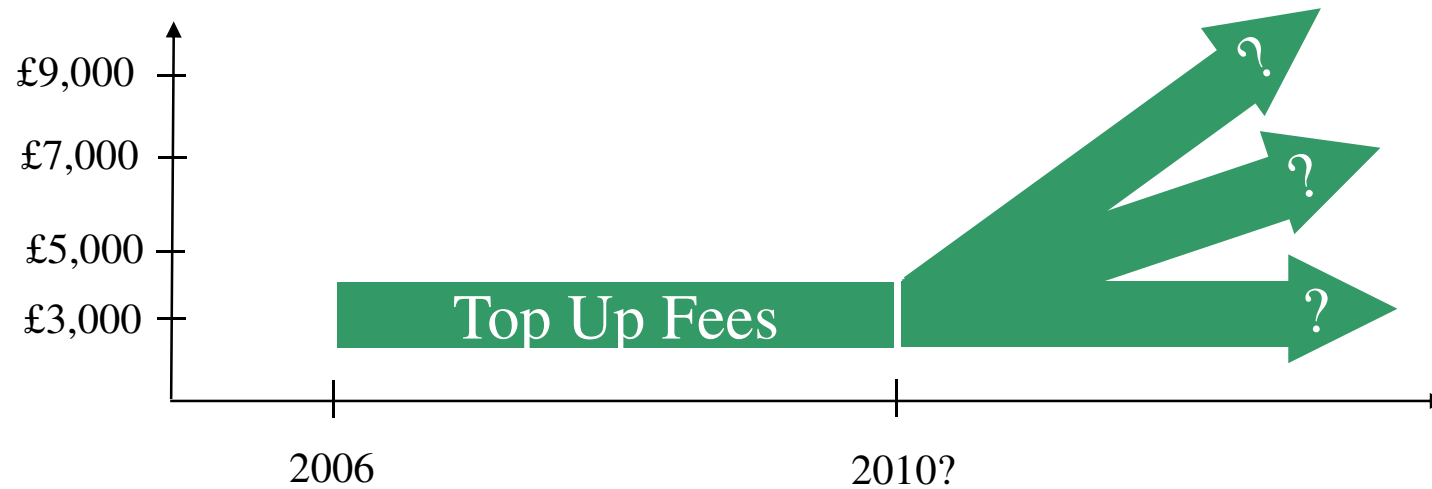
"Oxford Losing 8000 Pounds per Student"

 – Guardian

"Funding Shortfall Threatens Universities"

– Times

"Full Universities Will Turn Away Thousands"

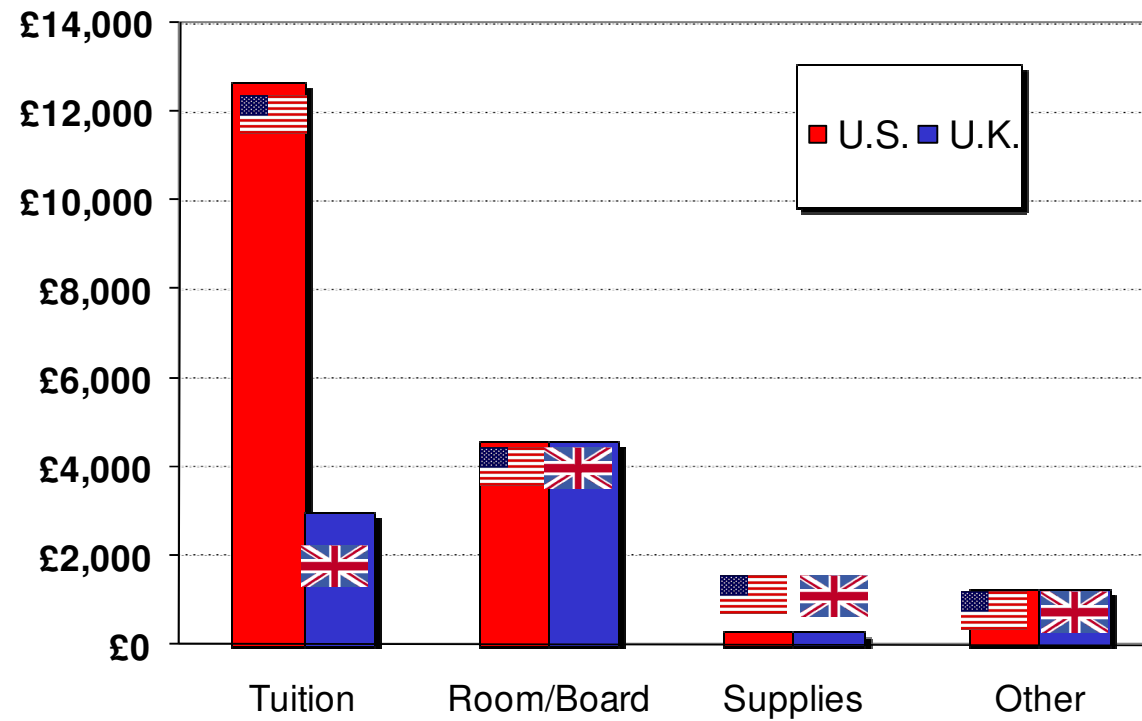– Times

"Funding Cuts Could Undermine Strong HE Reputation"

-- Independent

"Grants Frozen as Fees Rise"

-- University World News

UK/US Cost of Attendance

Universities

Other Challenges

- Increasing demand for higher education
- Demographic uncertainty
- Lack of resources
- Physical plant maintenance and upkeep
- Talent drain
- Diversity (race, class)
- Higher net cost to student & families
- Student & family debt
- Gender imbalance

Implications for Recruitment

Students and Families

- Becoming better informed "consumers"
  - Net cost is a consideration
  - Price versus perceived value
  - Students will "vote with their feet"
  - Increased cost = increased expectations

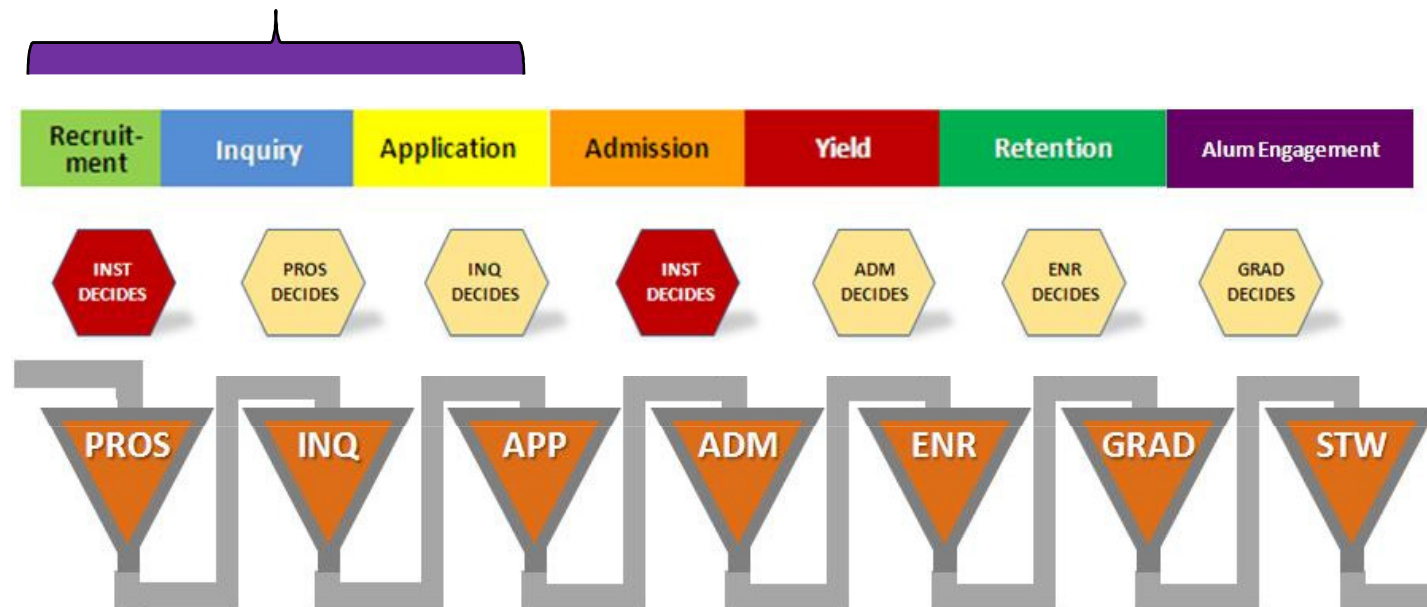**Enrollment**

Institutions

- Becoming more competitive
  - Market programs and services
  - Maximize headcount and net revenue
  - Enroll high quality students
  - Shape incoming classes

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Managing Recruitment

- A student body by design rather than by chance
- Adopting a proactive approach
- Commitment to data-driven decision making
- Strategic allocation of institutional resources
- Clarifying institutional mission and goals
- Awareness of the "bottom line"
- Engaging the campus community
- Looking outside institutional borders
  - *Change…*

The Multi-Funnel Model

Recruit-ment	Inquiry	Application	Admission	Yield	Retention	Alum Engagement
INST DECIDES	PROS DECIDES	INQ DECIDES	INST DECIDES	ADM DECIDES	ENR DECIDES	GRAD DECIDES
PROS	INQ	APP	ADM	ENR	GRAD	STW

"Who," "What," "Where," "When," and "Why"

The "Who" and the "What"

- Who applies to your institution?
- Who enrolls at your institution?
- Who is successful at your institution?
- What is the profile of students who succeed at your institution?

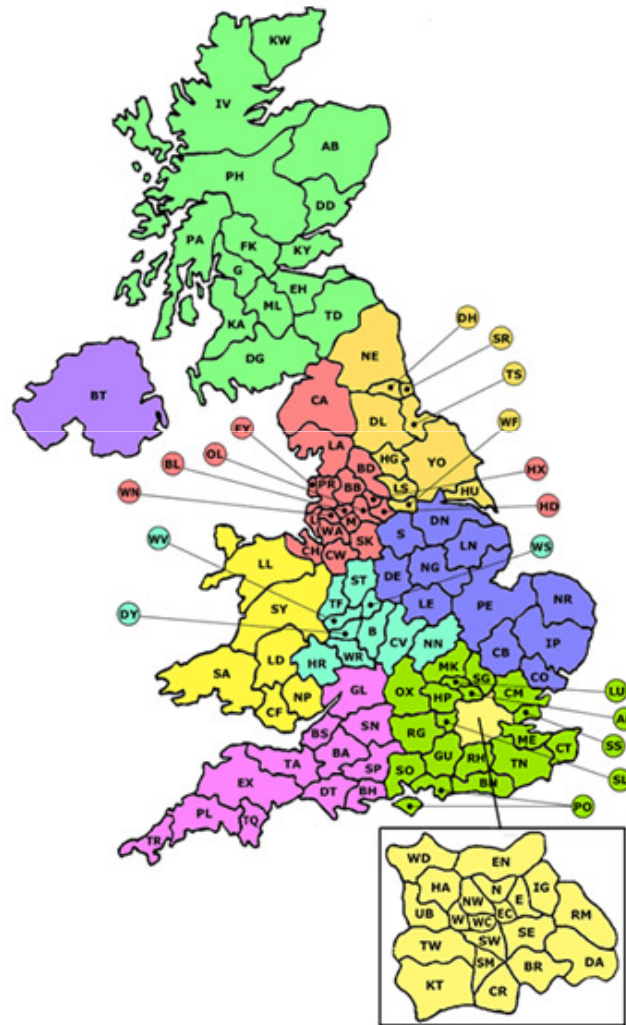✓*Attract more "good fits" to your institution*

- Which institutions are your head-to-head competitors for applicants? Enrolls?
- What are your institution's perceived strengths and weaknesses in your market?

✓*Target your messages to desired populations*

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The "Where"

- Where do your inquiries come from?
- Applicants?
- Enrolls?

✓*Identify your primary, secondary, and tertiary markets*

The "When"

- When do you start communicating with prospective students and parents?

  ✓*Are your competitors in front of you?*

- Are enquiries handled within 24-48 hours?

  ✓*Demonstrate your interest and good service*

- Do you contact prospective students when they are most likely to be receptive?

  ✓*Time messaging for greatest impact*

Finding out "Why"

- Inquiry, Applicant, and Admitted Student Surveys

ADMITTED STUDENT QUESTIONNAIRE ®

Many characteristics of colleges are important to students in making college choices. Some of these characteristics are listed below. Please indicate in column A how important each college characteristic was to you in choosing the college that you will attend. In column B indicate how our college compared to other colleges that you considered *seriously*. Circle the numbers that best represent your ratings.

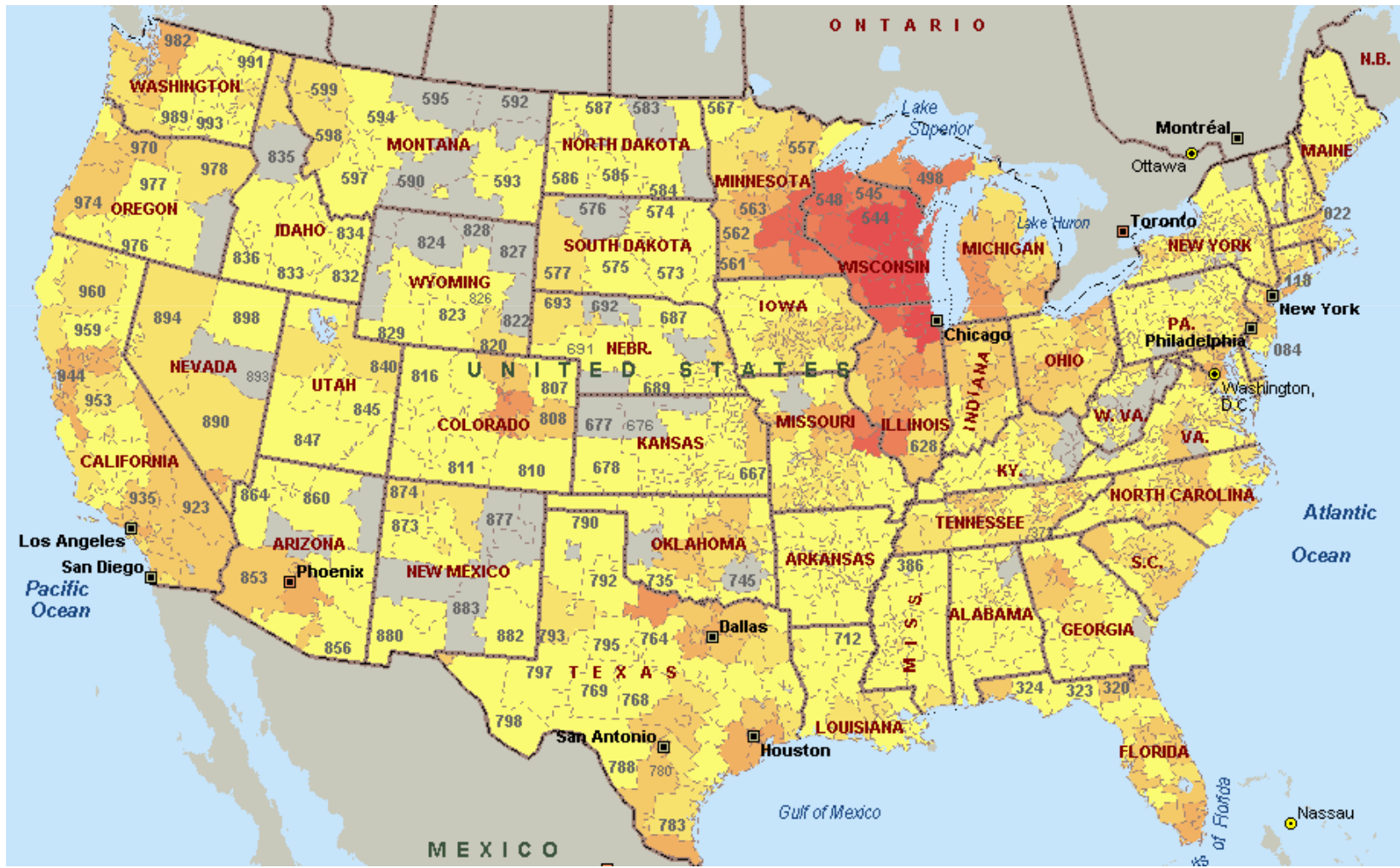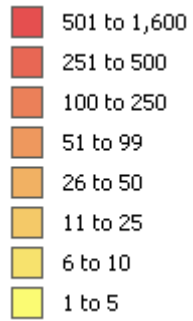| COLLEGE CHARACTERISTICS	A. IMPORTANCE TO YOU			B. HOW OUR COLLEGE COMPARED TO OTHERS YOU CONSIDERED					
	Very Important	Somewhat Important	Not Important	Best	Better than Most	About the Same	Poorer than Most	Worst	Can't Compare
1. Quality of faculty	1	2	3	1	2	3	4	5	0
2. Quality of majors of interest to you	1	2	3	1	2	3	4	5	0
3. Overall academic reputation	1	2	3	1	2	3	4	5	0
4. Quality of academic facilities (library, laboratories, computers, etc.)	1	2	3	1	2	3	4	5	0
5. Variety of courses	1	2	3	1	2	3	4	5	0
6. Access to faculty	1	2	3	1	2	3	4	5	0
7. Concentration on undergraduate education	1	2	3	1	2	3	4	5	0
8. Prominent intercollegiate athletics	1	2	3	1	2	3	4	5	0
9. Cost to your family – how much you and your family would have to pay after grants and scholarships (if any) are subtracted from total college costs	1	2	3	1	2	3	4	5	0

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Case Study – the "How"

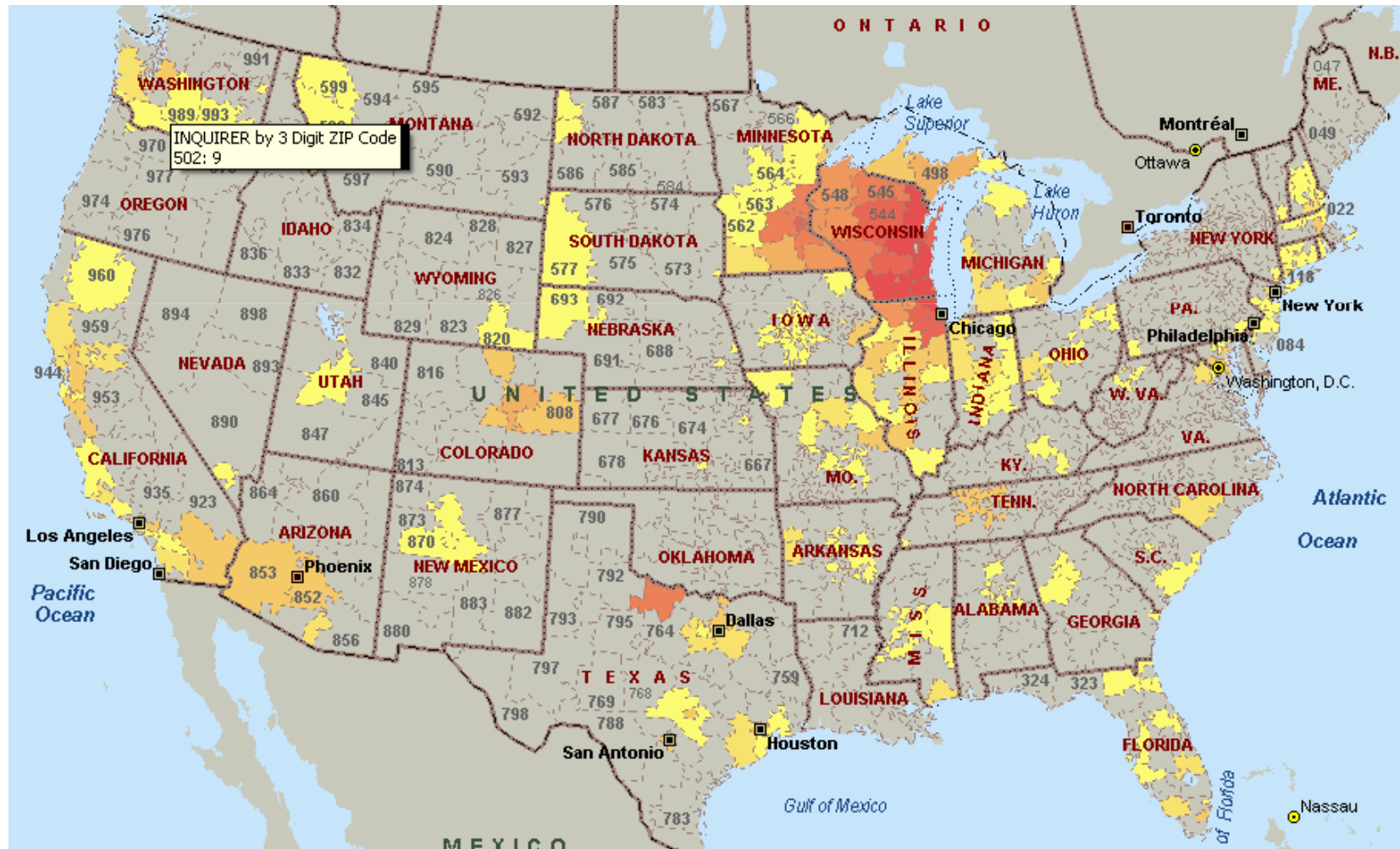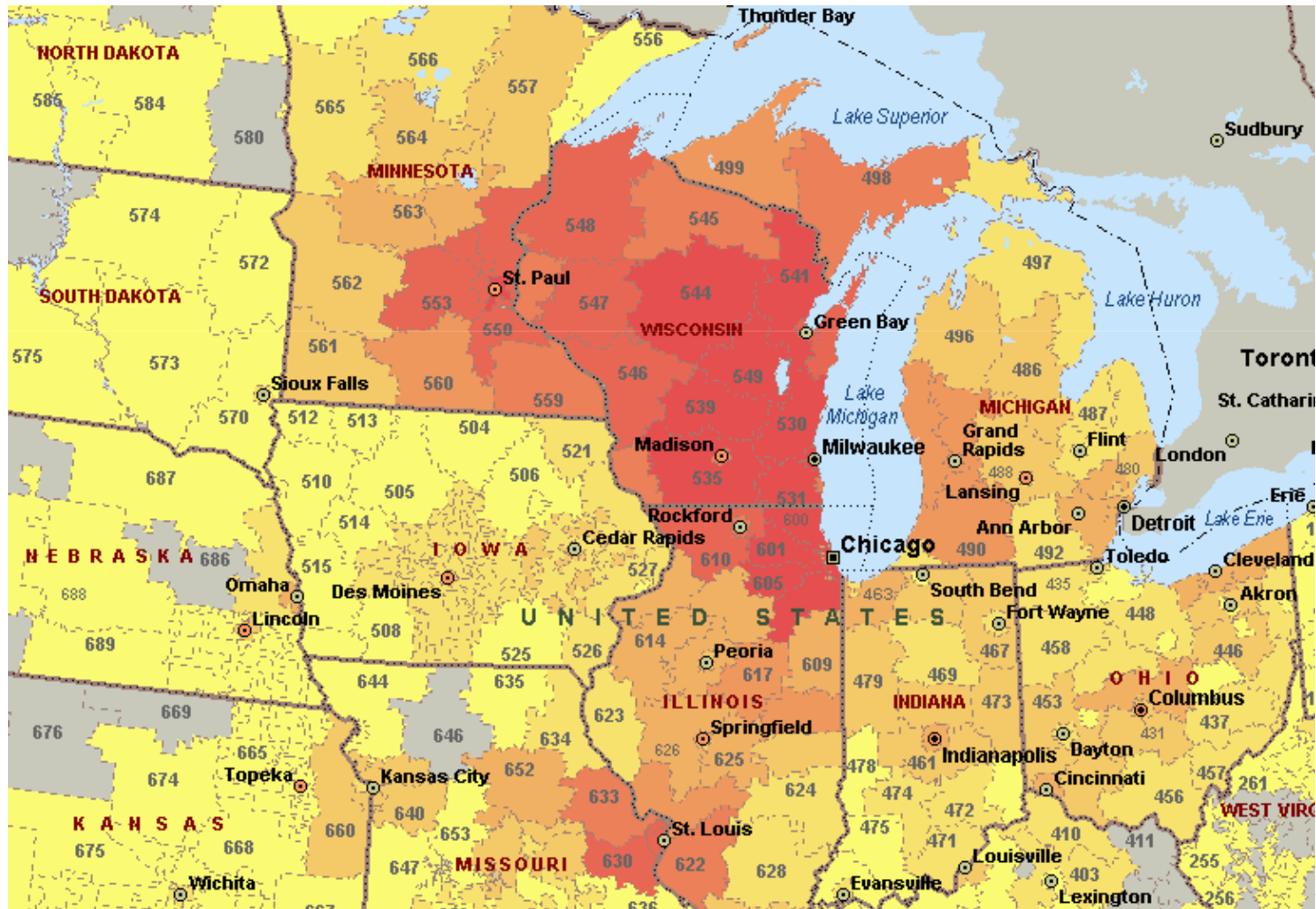## Medium – Sized Private College in Wisconsin

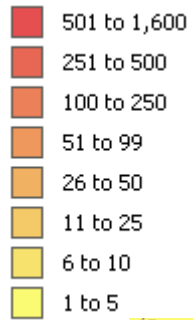# Applicants
Regular Freshmen
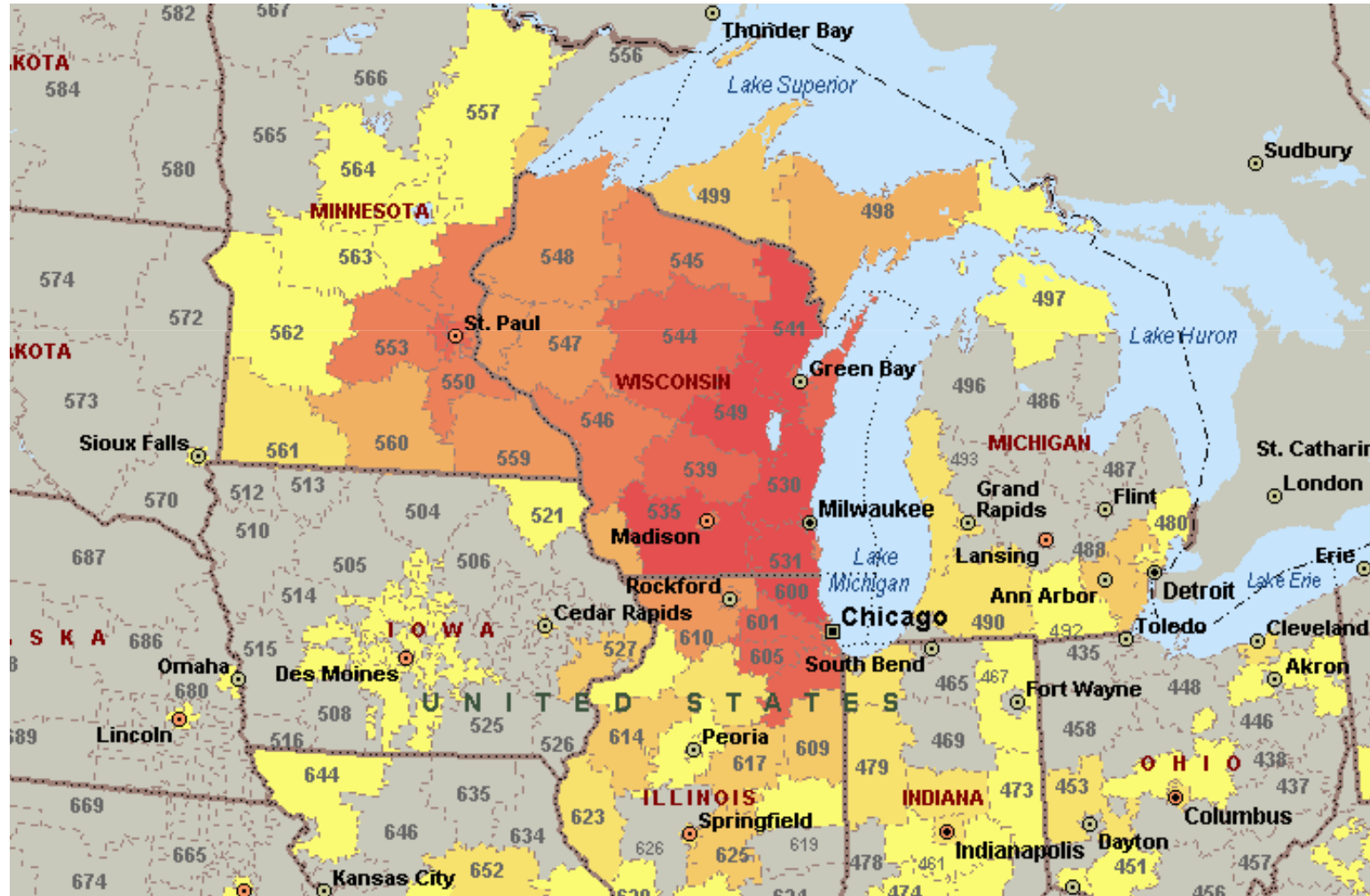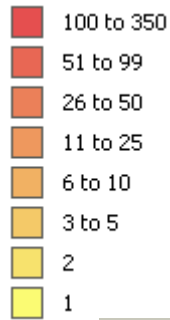
Inquiries
Regular Freshmen

Applicants
Regular Freshmen

Top Geographic Conversions

Regular Freshmen

	Shortzip	Inquirers	Applicants	Conversion	Admits	Admit %	Enrolls	Yield
1	600 - Palatine, IL	557	45	8.1%	33	73.3%	10	30.3%
2	549 - Oshkosh, WI	543	136	25.0%	111	81.6%	56	50.5%
3	530 - Milwaukee, WI	481	74	15.4%	54	73.0%	17	31.5%
4	606 - Chicago, IL	441	39	8.8%	30	76.9%	4	13.3%
5	531 - Milwaukee, WI	439	71	16.2%	60	84.5%	15	25.0%
6	604 - S Suburban, IL	370	23	6.2%	17	73.9%	4	23.5%
7	601 - Carol Stream, IL	351	30	8.5%	26	86.7%	8	30.8%
8	532 - Milwaukee, WI	333	47	14.1%	37	78.7%	16	43.2%
9	535 - Madison, WI	315	46	14.6%	40	87.0%	12	30.0%
10	541 - Green Bay, WI	283	40	14.1%	36	90.0%	24	66.7%
11	605 - Fox Valley, IL	258	17	6.6%	10	58.8%	0	0.0%
12	544 - Wausau, WI	243	30	12.3%	28	93.3%	7	25.0%
13	554 - Minneapolis, MN	211	25	11.8%	20	80.0%	4	20.0%
14	551 - St Paul, MN	194	28	14.4%	26	92.9%	3	11.5%
15	539 - Portage, WI	172	31	18.0%	23	74.2%	14	60.9%
16	553 - Minneapolis, MN	158	7	4.4%	5	71.4%	2	40.0%
17	550 - St Paul, MN	155	13	8.4%	12	92.3%	1	8.3%
18	631 - St Louis, MO	122	6	4.9%	5	83.3%	2	40.0%
19	542 - Green Bay, WI	119	22	18.5%	20	90.9%	9	45.0%
20	546 - La Crosse, WI	118	12	10.2%	9	75.0%	1	11.1%
21	630 - St Louis, MO	117	1	0.9%	1	100.0%	1	100.0%
22	543 - Green Bay, WI	110	18	16.4%	14	77.8%	5	35.7%
23	547 - Eau Claire, WI	105	3	2.9%	2	66.7%	1	50.0%
24	610 - Rockford, IL	103	4	3.9%	4	100.0%	0	0.0%
25	548 - Spooner, WI	80	6	7.5%	5	83.3%	2	40.0%
26	559 - Rochester, MN	80	4	5.0%	4	100.0%	2	50.0%
27	537 - Madison, WI	75	13	17.3%	9	69.2%	2	22.2%
28	622 - St Louis, MO	74	2	2.7%	1	50.0%	0	0.0%
29	611 - Rockford, IL	71	6	8.5%	4	66.7%	1	25.0%
30	752 - Dallas, TX	63	51	81.0%	35	68.6%	0	0.0%

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2006-2008 High School Conversions

Regular Freshmen

		Prospects	Inquirers	Applicants	Conversion	Admits	Admit %	Enrolls	Yield
Fond Du Lac HS	Fall 2006	108	36	6	16.7%	5	83.3%	1	20.0%
	Fall 2007	111	35	9	25.7%	8	88.9%	2	25.0%
	Fall 2008	69	36	8	22.2%	7	87.5%	5	71.4%
Arrowhead HS	Fall 2006	217	18	5	27.8%	5	100.0%	0	0.0%
	Fall 2007	259	28	6	21.4%	5	83.3%	1	20.0%
	Fall 2008	368	29	4	13.8%	3	75.0%	2	66.7%
Kimberly HS	Fall 2006	91	23	3	13.0%	3	100.0%	1	33.3%
	Fall 2007	125	30	10	33.3%	5	50.0%	3	60.0%
	Fall 2008	103	16	7	43.8%	6	85.7%	4	66.7%
Neenah HS	Fall 2006	81	29	4	13.8%	4	100.0%	2	50.0%
	Fall 2007	312	27	7	25.9%	6	85.7%	2	33.3%
	Fall 2008	154	26	6	23.1%	4	66.7%	2	50.0%
Oshkosh West HS	Fall 2006	109	36	9	25.0%	6	66.7%	2	33.3%
	Fall 2007	121	43	8	18.6%	8	100.0%	3	37.5%
	Fall 2008	100	51	13	25.5%	8	61.5%	3	37.5%
Lourdes HS	Fall 2006	28	10	7	70.0%	3	42.9%	2	66.7%
	Fall 2007	24	8	4	50.0%	3	75.0%	2	66.7%
	Fall 2008	35	21	4	19.0%	4	100.0%	0	0.0%
Ripon HS	Fall 2006	35	16	3	18.8%	2	66.7%	1	50.0%
	Fall 2007	104	15	5	33.3%	5	100.0%	5	100.0%
	Fall 2008	47	30	11	36.7%	7	63.6%	4	57.1%

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2006-2008 HS Type Conversions

Regular Freshmen

		Prospects	Inquirers	Applicants	Conversion	Admits	Admit %	Enrolls	Yield
Public School	Fall 2006	58,892	6,841	761	11.1%	595	78.2%	207	34.8%
	Fall 2007	88,822	7,106	803	11.3%	638	79.5%	225	35.3%
	Fall 2008	90,243	7,918	890	11.2%	709	79.7%	229	32.3%
Private School	Fall 2006	12,833	1,014	132	13.0%	105	79.5%	31	29.5%
	Fall 2007	20,051	938	122	13.0%	98	80.3%	26	26.5%
	Fall 2008	18,320	1,129	129	11.4%	108	83.7%	38	35.2%
Home School and Other	Fall 2006	145	13	4	30.8%	4	100.0%	0	0.0%
	Fall 2007	216	33	8	24.2%	7	87.5%	0	0.0%
	Fall 2008	231	22	6	27.3%	4	66.7%	1	25.0%

		Prospects	Inquirers	Applicants	Conversion	Admits	Admit %	Enrolls	Yield
Public	Fall 2006	58,892	6,841	761	11.1%	595	78.2%	207	34.8%
	Fall 2007	88,822	7,106	803	11.3%	638	79.5%	225	35.3%
	Fall 2008	90,243	7,918	890	11.2%	709	79.7%	229	32.3%
Independent, non religious	Fall 2006	1,295	129	29	22.5%	23	79.3%	9	39.1%
	Fall 2007	1,702	173	28	16.2%	23	82.1%	6	26.1%
	Fall 2008	1,449	162	37	22.8%	33	89.2%	14	42.4%
Independent, Catholic	Fall 2006	8,774	641	78	12.2%	62	79.5%	16	25.8%
	Fall 2007	14,106	568	72	12.7%	57	79.2%	18	31.6%
	Fall 2008	13,067	686	63	9.2%	52	82.5%	14	26.9%
Other religiously affiliated	Fall 2006	2,764	244	25	10.2%	20	80.0%	6	30.0%
	Fall 2007	4,243	197	22	11.2%	18	81.8%	2	11.1%
	Fall 2008	3,804	281	29	10.3%	23	79.3%	10	43.5%

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2006-2008 Academic Interest Conversions

Regular Freshmen

		Inquirers	Applicants	Conversion	Admits	Admit %	Enrolls	Yield
Unknown	Fall 2006	893	65	7.3%	53	81.5%	26	49.1%
	Fall 2007	654	56	8.6%	48	85.7%	9	18.8%
	Fall 2008	892	55	6.2%	48	87.3%	19	39.6%
Arts	Fall 2006	529	43	8.1%	29	67.4%	5	17.2%
	Fall 2007	516	38	7.4%	28	73.7%	10	35.7%
	Fall 2008	540	38	7.0%	27	71.1%	9	33.3%
Business	Fall 2006	717	103	14.4%	83	80.6%	21	25.3%
	Fall 2007	690	84	12.2%	63	75.0%	30	47.6%
	Fall 2008	842	105	12.5%	75	71.4%	24	32.0%
Education	Fall 2006	627	89	14.2%	66	74.2%	20	30.3%
	Fall 2007	565	88	15.6%	60	68.2%	18	30.0%
	Fall 2008	582	109	18.7%	85	78.0%	34	40.0%
Engineeering	Fall 2006	351	14	4.0%	11	78.6%	0	0.0%
	Fall 2007	351	18	5.1%	12	66.7%	5	41.7%
	Fall 2008	374	30	8.0%	25	83.3%	7	28.0%
Humanities	Fall 2006	569	98	17.2%	84	85.7%	33	39.3%
	Fall 2007	528	93	17.6%	76	81.7%	17	22.4%
	Fall 2008	569	95	16.7%	79	83.2%	23	29.1%

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2008: Source Conversions

Regular Freshmen

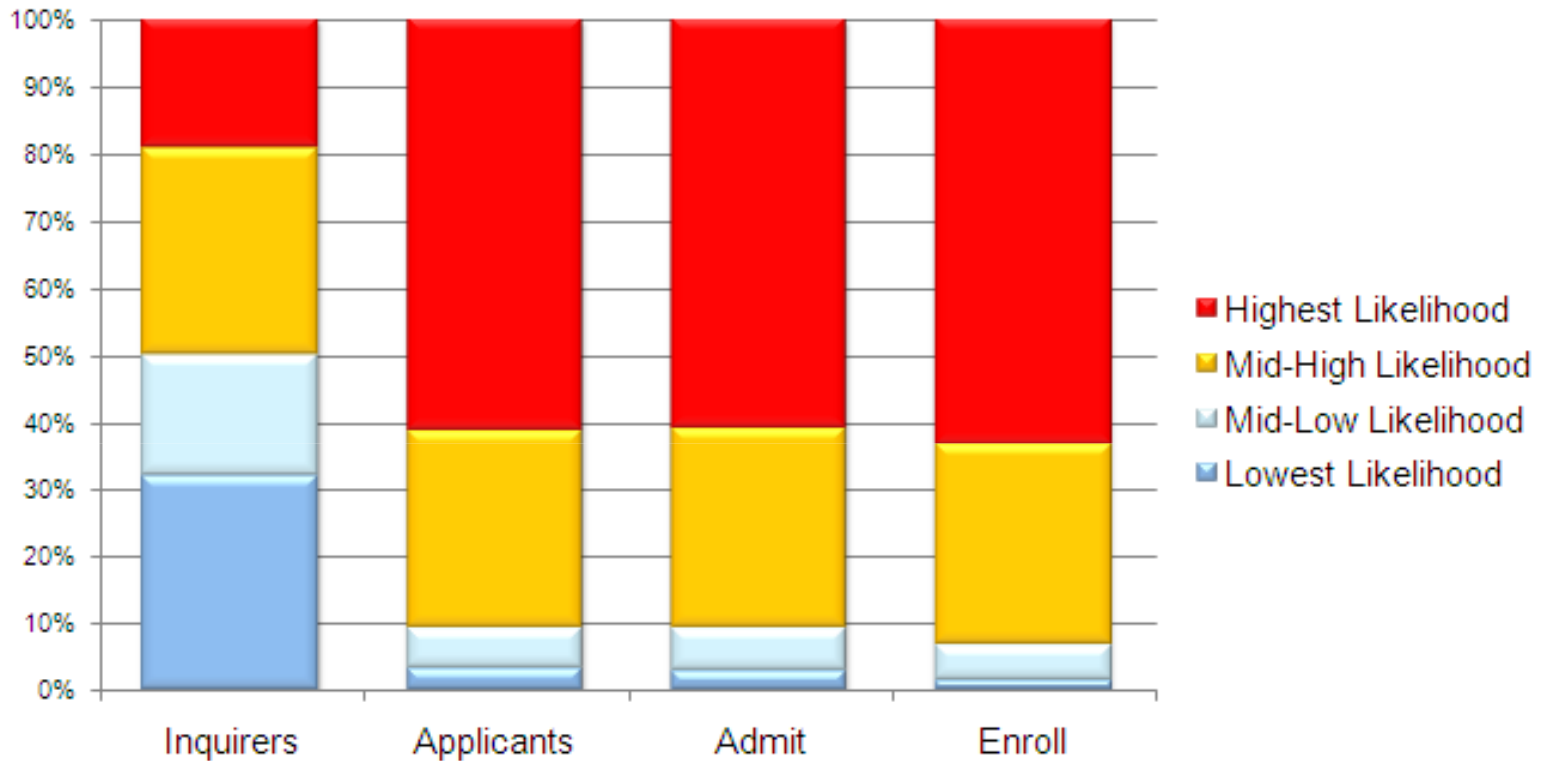|	Inquirers	Applicants	Conversion	Admits	Admit %	Enrolls	Yield
Student Initiated	1,912	624	32.6%	494	79.2%	160	32.4%
Travel	1,661	118	7.1%	93	78.8%	31	33.3%
Referral by person/group	1,190	161	13.5%	128	79.5%	44	34.4%
Referral by ad/guidebook/other	2,831	47	1.7%	39	83.0%	11	28.2%
Search	2,625	96	3.7%	81	84.4%	25	30.9%
Unknown	19	0	0.0%	0			

% Applications
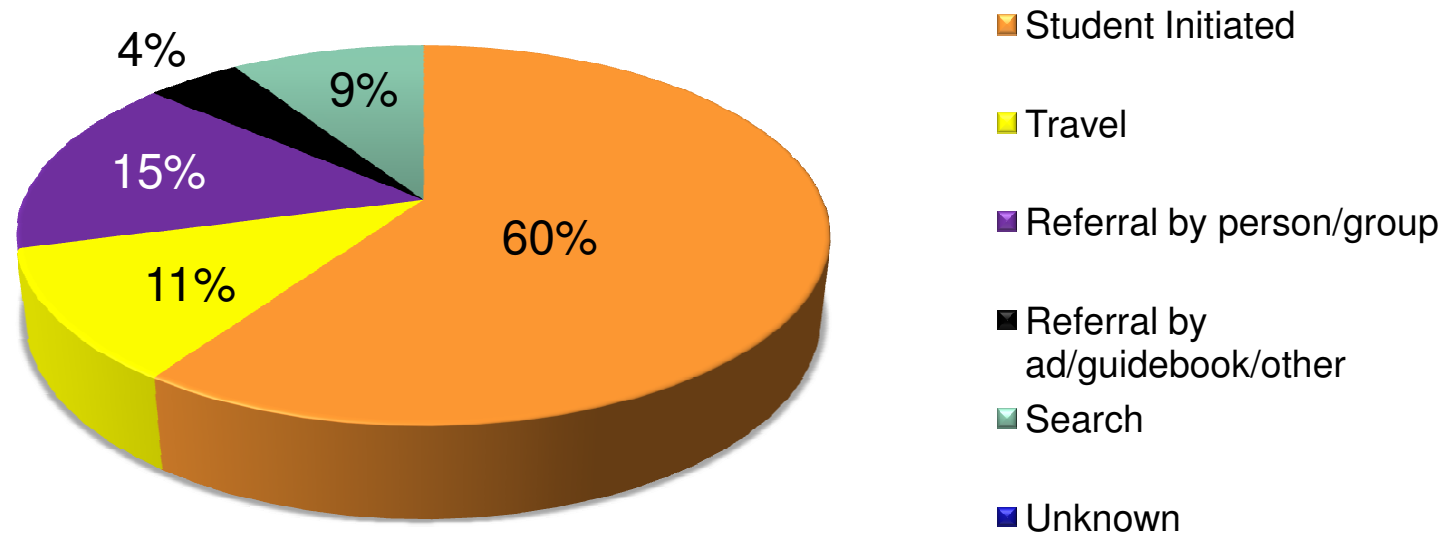
Predictors of Application for 2008

Regular Freshmen – Modeling conducted on Fall 2006 & Fall 2007 inquiry pools

- **First Contact Type**
  - Student Initiated
  - Travel Initiated
  - Referral Person
  - Search
- **High School Type**
  - Catholic
  - Public
  - Private Religious
- **High School Connection to Institution**
  - High Volume Application HS

- **Academic Interest Type**
  - Business
  - Education
  - Humanities
  - Science
  - Social Science
  - Undecided
- **Geography**
  - In State
  - Next State – IL
  - Third State – MN & TX

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2006+2007 Equation Applied to 2008 Actual
Regular Freshmen

	Inquirers	Applicants	Conversion	Admit	Accept %	Enroll	Yield
Highest Likelihood	1,975	639	32.4%	507	79.3%	171	33.7%
Mid-High Likelihood	3,139	310	9.9%	251	81.0%	82	32.7%
Mid-Low Likelihood	1,880	65	3.5%	52	80.0%	14	26.9%
Lowest Likelihood	3,244	32	1.0%	25	78.1%	4	16.0%

2007+2008 Equation Applied to 2009
Regular Freshmen
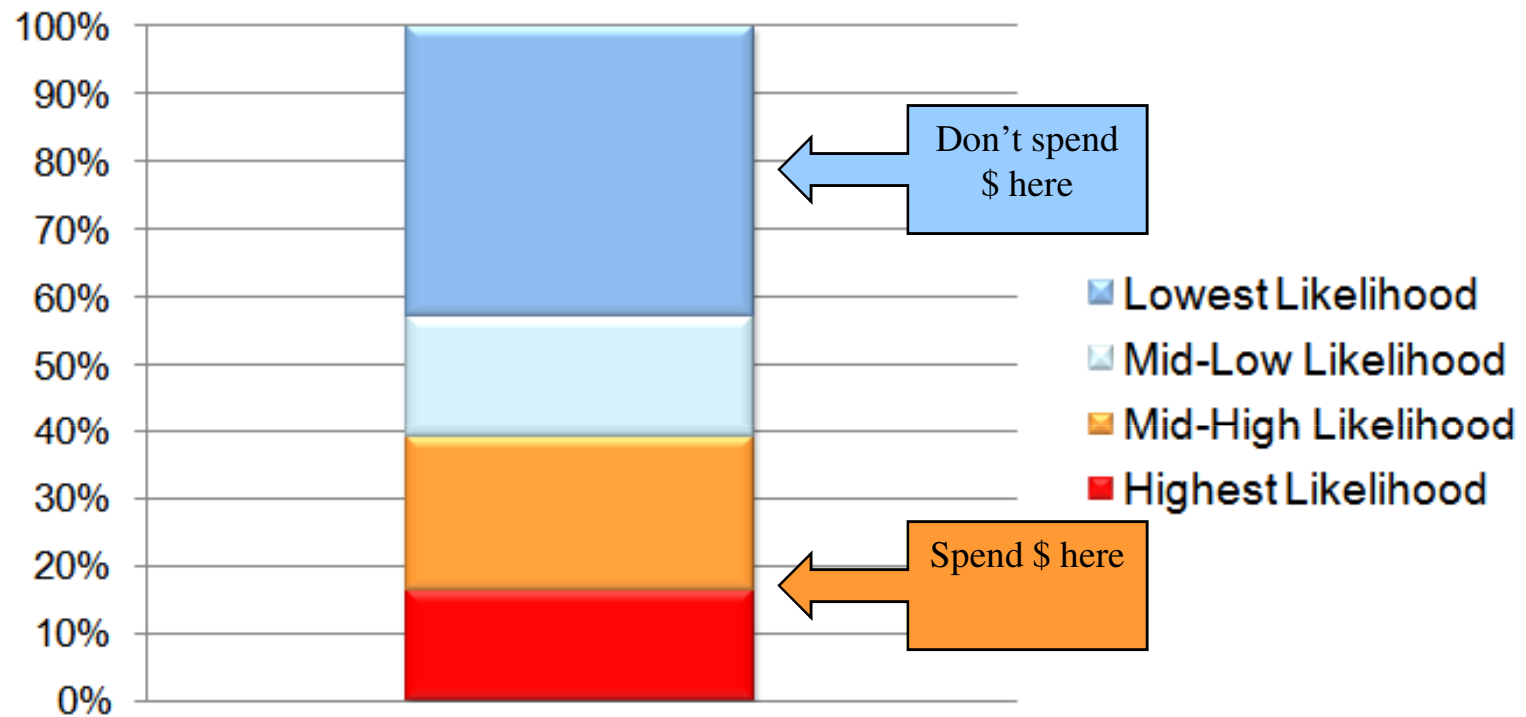
	Fall 2009	% of 2009	Fall 2010
Highest Likelihood	1,465	16%	258
Mid-High Likelihood	2,070	23%	607
Mid-Low Likelihood	1,596	18%	656
Lowest Likelihood	3,869	43%	2,797
Total	9,000	100%	4,318

Recommendations

- Use on-hand data to determine "Who," "Where," "When," "What," and "How"

- Take advantage of regression models to identify application predictors (your "hot" prospects)

- Consider surveys of inquirers and applicants to probe the "Why"

- Look beyond borders and higher education for best practices

Thank you!

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Advancing
Higher Education
Through Insight
and Innovation