



## **Fall 2015 Recruitment Plan**

**Office of Undergraduate Recruitment and  
Admissions**

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## Introduction

The 2015-2016 recruitment plan for the University of the District of Columbia is a strategic tool for the purpose of developing and expanding market share, territory management and specialized communication plans. The plan for Fall 2015 is based upon national trends, practices and University historical data, and while still ambitious, is refined in its practicality. This recruitment plan highlights recruitment objectives, a plan of action and assessment tools to provide context and projections for the 2015-2016 academic year.

Through the implementation of this recruitment plan, the Office of Undergraduate Recruitment and Admissions will work to increase inquiries, procure applications and through targeted initiative, grow the number of new freshmen, undergraduate transfer and international students for Fall 2015.

The applicant profile for applying and enrolling for Fall 2013 for the University of the District of Columbia provides historical context in which to plan, adjust and project accordingly.

### Top 4 areas of applications

Washington D.C.	65.8%
Maryland	16.0%
All other areas	12.8%
Virginia	5.1%

### Top zip code for applicants: 20019

*Profile of 20019 as provided by [www.city-data.com](http://www.city-data.com)*

- 12.9% hold a Bachelors degree or higher of residents over the age of 25
- 54% have never been married
- Household income and house value is below the state average
- 27.8% fall below the poverty level
- 90%+ are African-American
- Average salary is one-half of the average for Washington D.C.
- High schools in area: Integrated Design Electronics Academy (IDEA); SEED public charter school; Business and Finance SWSC Woodson

Note: Capital Heights, Maryland provided the most applications outside of Washington D.C.

Top 4 areas of enrolled students

Washington D.C.	26%
Virginia	24%
Maryland	20%
All other areas	8%

Top zip code for enrollees: 20011

*Profile of 20011 as provided by www.city-data.com*

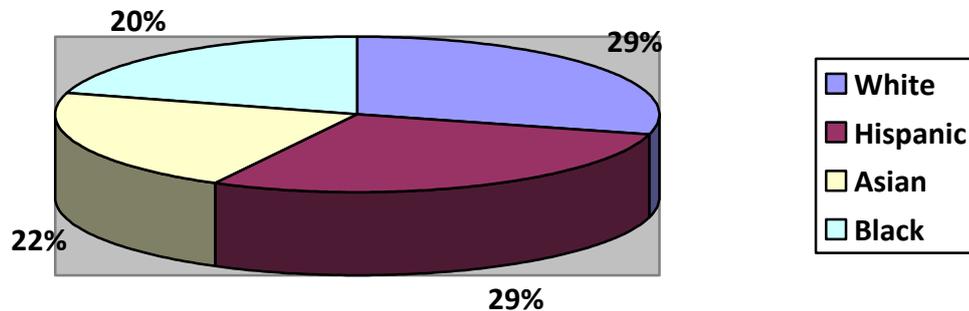
- 33% hold a Bachelors degree or higher of residents over the age of 25
- 45% have never been married
- Household income and house value is just below the state average
- 60% are African-American; Hispanic population is higher than the state average while international population is at 22.5% which is higher than the state average
- Average salary ranges from 60 to 65% of the average for Washington D.C.
- High schools in area: Kemit Institute Public Charter School, IDEAL Learning Center; Parkmont School; Academy for IDEAL Education

Top zip code for yield rate: 20008

*Profile of 20008 as provided by www.city-data.com*

- 87.5% hold a Bachelors degree or higher of residents over the age of 25
- 49% have never been married
- House value is about 50% above the average for Washington D.C.
- 90%+ are White; following demographic is Hispanic
- Average salary is 60% above the average for Washington D.C.
- Note: the zip code reflects that of the flagship
- 73% of students within the zip code also attend a private high school  
[http://dc.urbanturf.com/articles/blog/73\\_of\\_students\\_in\\_dcs\\_20008\\_zip\\_code\\_at\\_tend\\_private\\_school/8863](http://dc.urbanturf.com/articles/blog/73_of_students_in_dcs_20008_zip_code_at_tend_private_school/8863)

## Sample Race/Ethnic Conversion



- While more females than male applicants enrolled, males yielded a higher conversion rate
- More applicants in the 17 to 21 age range enrolled, but older applicants (age 62+) yield at conversion rates of 54% or higher

## Top 10 feeder high schools

1. McKinley Technical High School
2. Bell Multicultural High School  
Note: ranked 77<sup>th</sup> best high school in the United States by 2008 US News & World Report, ranked 12<sup>th</sup> in the Washington D.C. Metro area
3. Woodrow Wilson Senior High School
4. Cesar Chavez PCS for Public Policy  
Note: 66% on free/reduced lunch (schooldigger.com)
5. Hyde Leadership Public Charter  
Note: 100% minorities with 41% enrolled in AP courses (usnews.com)
6. Ballou Stay School  
Note: for completers and geared to the community college
7. Eastern High School  
Note: 69% on free/reduced lunch (schooldigger.com)
8. Spingarn Senior High School
9. Luke Moore Academic School  
Note: for students with previous disputes, adjudication issues, difficulties with traditional school settings (school website)
10. Thurgood Marshall Academy  
Note: 100% minorities with 54% enrolled in AP

## National Trends, Practices and Objectives to Support Recruitment Goal

According to the 2013 NACAC *State of College Admission* report, “Institutions are less able to predict enrollment trends today than they were 10 years ago”

([www.nacacnet.org](http://www.nacacnet.org))

Below are trends identified in the 2012 NACAC report:

- A minimum of 64% of colleges reported that they receive more applications than the prior year, beginning with 1997
- 79% of applicants submit applications to 3 or more colleges yet the yield rate for admitted applicants has declined
- A sample of the decline in yield rate

### *Yield Rates for Public and Private 4-Year Colleges*

<b>Year</b>	<b>Public</b>	<b>Private</b>
2002	51.4%	47.8%
2003	50.6%	45.7%
2004	49.1%	45.5%
2005	48.9%	44.2%
2006	47.5%	43.8%
2007	48.4%	44.2%
2008	46.2%	43.3%
2009	42.9%	38.4%
2010	42.9%	38.4%
2011	42.6%	36.4%

Another trend of note, in 2012, is an increase in the use of “wait lists” for more colleges, rather than the most selective institutions. Additionally, at the more selective universities, yield rate has been stable from 2002 – 2012; these institutions include Brown, Harvard, Yale, Princeton and Stanford Universities. Noted is that all schools mentioned use an early action deadline to gain more stability in the admissions process and their yield rates,

From the perspective of traditional aged college bound students, the most recent Beloit List offers keen insight into those born in the year 1996 which affects the expectations, perceptions, needs and wants of applicants who began college Fall 2014 ([www.beloit.edu](http://www.beloit.edu)). The following are highlights from the most recent List:

- During their initial weeks of kindergarten, they were upset by endlessly repeated

images of planes blasting into the World Trade Center

- Celebrity “selfies” are far cooler than autographs
- Women have always been dribbling, and occasionally dunking, in the WNBA.
- Parents have always been able to rely on a ratings system to judge violence on TV.
- There has always been “TV” designed to be watched exclusively on the web.
- Attending schools outside their neighborhoods, they gather with friends on Skype, not in their local park.
- Since Toys R Us created a toy registry for kids, visits to Santa are just a formality.

This list is included to highlight the technological expectations and interests of students. Based on the bullets above, social media and sources of convenience are a not just a matter of choice for the traditional aged student, they are also an expectation.

Another trend in recruitment and admissions involves adult students who wish to return to college. According to the National Center for Education Statistics, between 2000 and 2010, there was a 42% increase in college students age 25 and older compared to a 34% increase in students below the age of 25.

Regarding recruitment, a poll was conducted by Noel Levitz in 2013 to determine the top 5 practices by Admissions offices. For four year public institutions, campus open house events ranked the highest at 10% over the next response of hosting campus visit days geared to high school students. At the community college level, the highest ranked practice is “encouraging prospective students to apply online on the admissions website”, followed by promoting dual enrollment programs to high school students. The use of a CRM topped the list for “top five internal operations practices” to recruit students.

According to U.S. News and World Report, the top ranked schools in Washington D.C. area are:

- School Without Walls
- Benjamin Banneker
- Thurgood Marshall Academy
- McKinley Technical High School

Notable schools: Capital City Upper Public High School; Phelps Architecture Construction High School; SEED Public Charter; and Washington Math & Science Tech Objectives that support the Recruitment Goals for 2015-2016, based on national trends, best practices and supporting data, include:

- Offer academic scholarships to attract talented, high quality prospects
  
- Research and purchase names of prospects that fit the profile of UDC through Cappex, College Board, ACT, and other profiling databases
  
- Attend National Association of College Admissions Counselors (NACAC) and regional fairs in the Washington D.C. area of the District of Columbia, Virginia and Maryland
  
- Identify alumni outside of the DMV to partner with to begin expansion of reach beyond current travel capabilities
  
- Identify non-traditional avenues to target an older student base to return to college
  
- Attend professional development conferences and utilize technology for online development through webinars and podcasts
  
- Development of a communication plan for prospective students, using the technology provided through Banner and other contact management systems

## Objectives

The following objectives identify the priorities for the Office of Undergraduate Recruitment and Admissions in support of the university's mission, recruitment and enrollment:

1. Identify the best “fit” for UDC through data-informed research.
2. Manage and shape UDC undergraduate enrollment with candidates who are the best fit for UDC undergraduate programs by leveraging institutional data with national trends.
3. Develop recruitment plans and on-campus programming to ensure the means to strategically enroll students.
4. Develop a customized communication plan to prospective students based on funnel stage and applicant type.
5. Cultivate a more “student-centric” and customer service friendly environmental climate.

### **Objective 1: Identify the profile of what constitutes the best “fit” for the students who are interested in the University of District of Columbia.**

- Balance the current profile of students with a higher achieving student who is prepared to excel within the classroom to reach net tuition targets while raising the academic profile.
- Identify students who are prepared to begin their academic career by cross referencing the profile of students who have persisted and graduated within the past three years.
- *Timeline: Immediate*

### **Objective 2: Become more “research-informed” to ensure that we are recruiting students who are the correct fit for the University of the District of Columbia.**

- Develop strategic recruitment efforts based upon the last three years of enrollment data to identify and manage top territories.
- Employ services such as College Board, ACT, National Clearinghouse and other related databases to correlate with national trends and result in the cultivation of prospective students who are the “best fit” to matriculate at the university.
- Conduct extensive research with the aforementioned databases to understand our market shares. This will assist in honing specific targeted areas within the primary market and to begin to develop secondary and tertiary markets to diversify the student body.
- *Timeline: Begin January 2015*

### **Objective 3: Develop an effective recruitment strategy.**

- Develop relationships with top feeder high schools and community colleges to build a stream of prospective students yearly.

- Creatively develop on-campus programming for prospective students and other external stakeholders to engage with the university and ultimately, choose to attend.
- Use this plan to guide in the process of recruiting students.
- *Timeline: Current*

**Objective 4: Develop a communication plan that is effective and appropriate for the applicant based on where the student may be in the process.**

- Develop customized communication plan through Recruiter that enhances the overall communication flow of the Office of Recruitment and Admissions
- Determine the “call to action” points, which would strategically outline the timeline for engaging a prospective student throughout their college selection process.
- *Timeline: Begin January 2015 for Fall 2015 class with expected implementation upon completion*

**Objective 5: Develop a student-centered atmosphere with exemplary customer service.**

- Provide excellent customer service and assistance to all prospective students who are engaged with the Office of Recruitment and Admissions.
- *Timeline: continuous improvement assessed on a quarterly basis*

## **National & Local Strategies and Market Development to Support Enrollment Goal**

### **National Recruitment:**

- Offer effective scholarship awards to attract high quality students and use financial leveraging to minimize monetary gaps after receipt of financial aid
- Research and purchase names of students who are a fit for UDC through technological databases: College Board, ACT, NRCCUA
- Attend national college fairs: National Association of College Admissions Counselors (NACAC) and National Hispanic College Fairs (NHCF- Nationwide).
- Coordinate with alumni nationwide to attend national fairs outside of the region
- Mail promotional materials to feeder and aspirant high schools in national markets
- Provide exceptional customer service to all students and parents with whom we come into contact

### **Local Recruitment:**

- Attend local high school college fairs, open houses and PTA meetings
- Conduct extensive private high school visits at top feeder schools (tier one) and schools in which the applicant pool has increased.
- Attend transfer student fairs hosted at community colleges throughout UDC's feeder markets.
- Host admission receptions and sponsor events at local feeder high schools.
- Invite tier 1 schools onto campus for a recruitment event specifically for those schools.
- Provide exceptional customer service to all students and parents with whom we come into contact.

## **Recruitment of Transfer & Readmit Students**

**Transfer:** Transfer students will be directly recruited by attending national and local college fairs geared specifically for transfer cohorts. UDC recruiters will visit the colleges once per month. Furthermore, develop relationships with institutions in local and national feeder schools. Lastly, transfer students can be attracted through the use e-recruitment efforts, which provides us with the ability to locate students interested in transferring to UDC.

**Readmit:** Readmit students will be recruited by accessing previous UDC enrollment data of students who began but "stopped out" prior to degree completion. Students eligible for readmission will be contacted by recruiters who will urge them to enroll and complete their degree. In addition to UDC'S Registrar's office, this information can also be received through the National Student Clearinghouse database.

## **Enrollment Planning Research**

The undergraduate office of recruitment and admissions will be required to conduct extensive research of top markets throughout the United States and select international territories for future recruitment. Furthermore, past enrollment trends will factor into where recruiters will market the university. Research regarding enrollment (ra.collegeboard.com) planning service (EPS) statistical information is a service provided by College Board. Other sources include ACT and NRCCUA. These services track where test takers send their test scores, which will allow the office to track top competitors, enrollment trends, new markets, top major programs. Furthermore, the Office of Admissions will purchase names of students who fit predetermined criteria. Enrollment Planning Research will allow identification of diverse students more efficiently. When conducting enrollment planning research, recruiters will focus on the following factors to pre-determine potential recruitment success within a market:

- Territory market share- Determines UDC's previous success within a given market
- SAT Performance- Allows the institution to locate students who fall within the desired academic profile
- Ethnicity- Allows the institution to focus on locating culturally diverse students
- Mobility- Determines a student's inclination to leave or stay within their state to attend college
- Family Income- Initial assessment of a student's financial stability and ability to pay

- Degree Aspiration- Initial determination of inclination to aspire to receive a degree
- Parent Education- Locate recruitment territories of students who come from households with previous education
- Intended Major- Initial assessment of students who have expressed interest in majoring in programs which fit our academic profile

## **Enrollment Trends of New Undergraduate Students at The University of the District of Columbia**

### **Enrollment Trends:**

Markets have been segmented as high priority and exploratory based on market data from the WICHE report and previous enrollment trends. The top 3 markets, designated as high priority Washington D.C., Maryland and Virginia account for 87% of total undergraduate enrollment. Efforts will especially be concentrated in these markets, as they provide the most enrolled students to The University of the District of Columbia on a consistent basis.

The exploratory markets are high population areas in the south and on the west coast to include Virginia, Maryland (outside of 60 mile radius), Georgia, Florida, North Carolina, California and Washington.

Recruitment within these markets will be limited, as further research will be done to determine its viability moving forward.

### **High Priority Markets:**

The three priority markets will fall within the purview of all recruitment staff. It is imperative that UDC has a heightened presence within our own surrounding “DMV” area, defined as the 60 mile radius in and around Washington D.C.

- Develop and cultivate relationships with top feeder schools within the DMV area to create a pipeline relationship on a yearly basis
- Conduct high school blitzes with top feeder schools and other local high schools within the state to locate students interested in UDC while also raising the awareness of UDC to students who have been unaware
- Attend other college fairs throughout the state
- Attend national college fairs located in the DMV
- Conduct personal high school visits at top feeder high schools
- Utilize alumni participation to conduct alumni receptions within UDC priority markets, while also continuing recruitment efforts at events that recruiters are unable to attend
- Locate students from name search or on-line databases within top markets

### **Exploratory Markets:**

- Attend national college fairs located in the states within UDC secondary market.
- Conduct high school visits at top feeder schools when in the area for national recruitment
- Leverage alumni participation in these markets to support recruiting efforts

## **E-Recruitment**

To increase recruitment efforts while also attempting to cut travel costs, e-recruitment has proved to be a highly effective method of locating student's interested in attending The University of the District of Columbia outside of "brick & mortar" college fairs. Furthermore, e-recruitment is beneficial for students who would like to attend UDC outside of top recruitment territories. Although it is done electronically, all students can still receive information necessary. Technology has improved in such a way that provides the capability to conduct virtual college fairs (USTREAM, College Week Live), which has worked well. Some databases that can assist with e-recruitment are: NRCCUA, College Board Student Search Service, ACT, and College WeekLive.

## **On Campus Recruitment**

On campus recruitment will consist of various efforts to attract, admit and enroll prospective students through yield activities.

Campus tours and Information sessions are an efficient and productive way to begin the admissions process or find out more about the University of the District of Columbia. At an information session, prospective students will have an opportunity to talk with admissions officers, current students, and in the case of family tours, available faculty.

Open House is a great way to gather information about the wide variety of resources available to students at the University of the District of Columbia. There will be many activities taking place during Open House including touring the campus and academic buildings, learning about the application process, attending information session within your school of interest, and finding out about campus activities.

Admitted student days will include opportunities to meet faculty, staff, and students from the admitted students' respective college division as well as university representatives from academic and student services including housing, residential life, student organizations and more. The student can finalize all matters prior to leaving campus to jump start their experience with the University.

"Kids' day" will focus all of the requests for campus tours by elementary and middle school students into one interactive day. This allows UDC to expose the generation of potential students early in the college going process in an environment conducive to their age level and experience. Such an event would occur in the latter part of the semester, potentially late April.

## Communication Plan

Through the use of the communication plan, the Office of Undergraduate Recruitment and Admissions will cultivate a more “student-centric” and customer service friendly environmental climate. Additional customer service initiatives will fall within the Enrollment Management unit’s holistic plan of providing exemplary customer service as outlined by the Enrollment Coordinator.

<b>Freshman, Transfer Students, and Re-admits (strategic approach)</b>	<b>Objective</b>	<b>Time</b>	<b>Resources</b>	<b>Goal</b>	<b>Source</b>
10 segmented Postcards	To encourage students to complete application and/or confirm attendance	September 2014- August 2015  Every 4 weeks from first postcard.	Recruitment staff	Convert predetermined goal of freshman, transfer and re-admit students.	-Financial Aid Suspense Pool -Deferred Pool -Rejected Financial Aid Pool -Current Applicants in Funnel -National Clearinghouse data -Admissions report
Telephone Campaign to accepted freshman students	To congratulate all accepted students and to inform of the next steps. Encourage confirmation.	Dates TBD	Recruitment staff  Faculty  Request Student Ambassadors	Convert accepted freshman to confirmed status.	Admissions Report
Telephone Campaign to accepted transfer students	To congratulate all accepted students and to inform of the next steps. Encourage confirmation.	Dates TBD	Recruitment staff  Faculty  Request Student Ambassadors	Convert accepted transfers to confirmed status.	Admissions Report
Telephone Campaign to accepted readmit students	To congratulate all accepted students and to inform of the next steps. Encourage confirmation.	Dates TBD	Recruitment staff  Faculty  Request Student Ambassadors	Convert accepted readmits to confirmed status.	Admissions Report
Telephone Campaign to incomplete transfer applicants	To direct all potential applicants in transfer pool to -->completed application ->to offer decision	Dates TBD	Recruitment staff	Convert predetermined goal of transfer students	Admissions Report Deferred Pool Current applicants in Funnel Financial Aid Suspense Pool

Telephone Campaign to incomplete freshman applicants	To direct all potential applicants in freshmen pool to -->completed application ->to offer decision	Dates TBD	Recruitment staff	Convert predetermined goal of freshmen Students	Admissions Report Deferred Pool Current applicants in Funnel Financial Aid Suspense Pool
Telephone Campaign to incomplete readmit applicants	To direct all potential applicants in readmit pool to -->completed application ->to offer decision	Dates TBD	Recruitment staff	Convert predetermined goal of re-admit Students	Admissions Report Deferred Pool Current applicants in Funnel Financial Aid Suspense Pool
Electronic Communication to all prospects in Freshmen, Transfer pool.	To notify prospects there is still time to complete their application and/or apply	September 2014-July 2015	Recruitment staff	Convert predetermined goal of freshman, transfer and re-admit students.	Financial Aid Suspense Pool Deferred Pool Rejected Financial Aid Pool Current applicants in Funnel National Clearinghouse data Admissions report
Fall Open House Invitation & Spring Open House Invitation	To invite all interested students	Fall Open House October Spring Open House March	Recruitment staff	Convert predetermined goal of freshman, transfer and re-admit students.	Search names Current applicants in Funnel Admissions report
Research “stop out” students in good standing to identify a large volume of re-admit population	To acquire data on how many former students in good standing have attended and stopped out for Spring and Fall 2014	On-going	Recruitment staff	Convert pool of potential re-admits candidates that have established a prior relationship with University- to re-engage students to complete degree at UDC	Financial Aid Suspense Pool National Clearinghouse data Admissions report
Telephone campaign to all confirmed students (Freshman, Transfer, Readmit)	To congratulate confirmed student and to see if the student has any further questions. Urge student to check FA status again, and to then financially enroll.	Dates TBD	Recruitment staff Request Student Ambassadors	Convert confirmed student to enrolled status	Deferred Pool Current applicants in Funnel Admissions report

Virtual USTREAM Event for all accepted students	To engage current pool of students in funnel to engage them and provide them answers to questions virtually.	Dates to be determined	Recruitment staff  Other offices as needed, i.e. Financial Aid, Academic Advising, Residence Life	Convert predetermined goal of freshman, transfer and re-admit students.	Admissions Report Deferred Pool Current applicants in Funnel
Consistent Social Media Marketing	To keep current pool of interested students engaged socially and technologically.	On-going	Recruitment staff	Convert predetermined goal of freshman, transfer and re-admit students.	Admissions Report Deferred Pool Current applicants in Funnel Financial Aid Suspense Pool Search names
Formal Mass Search: Direct mail piece to all prospective students	To communicate UDC initiatives and why it's the best "fit"	Ongoing through direct mail approach	Recruitment staff	Convert predetermined goal of freshman, transfer and re-admit students.	Admissions Report Deferred Pool Current applicants in Funnel Financial Aid Suspense Pool Search names
Communication of Scholarship award (to those who qualify).	To secure high achieving academic students for Fall 2014.	On-going as interested students apply	Recruitment staff	Convert predetermined goal of freshman, transfer and re-admit students.	Admissions Report Current Applicants in Funnel Search names
Communicate Decisions Every day to all prospects a) Accepted b) Denied c) Incomplete d) FAFSA status	To communicate steps to enroll to applicants in the funnel	On-going	Recruitment staff	Convert predetermined goal of freshman, transfer and re-admit students.	Admissions Report Deferred Pool Current applicants in Funnel Financial Aid Suspense Pool Search names

## **Systemic controls**

By developing stop gaps and systems of checks and balances with a standard operating procedure manual, policies and procedures will be outlined to minimize error and findings with the Office of Undergraduate Recruitment and Admissions.

1. Residency policy procedure
2. High school transcript requirement procedure
3. Application requirement procedure
4. Quality control and spot checks to include intervention processes and escalation points
5. Other office processes as needed

## Assessment

Results	Impact of Strategy	Impact of Intervention	Measuring Tool	Accountability
Identification of best “fit” students	Higher yield and conversion rates based on students who are most likely to attend	Processes and communication will differentiate needs of students based on likelihood to enroll upon determining best fit	Caseload report Predictive model assessment	Director of Admissions Leadership team for assessment
Become more “research-informed” office	As decisions will be made on data and external influences, recruitment strategies and practices yield higher results in applicants, accepted students and enrolled students	Data will lend to where the students are, how we obtain these students and engage them to enrollment	Caseload report	Director of Admissions
Completed recruitment plan	By using a data informed plan for recruitment, a more targeted focus for current pool of students and future areas to explore	Targeted plan to take into account the needs and capacity of campus programs that grows new student enrollment	Approval by APEM Execution of plan	Director of Admissions Admissions staff
Completed communication plan	A more consistent and timely flow of communication to prospective students	Accompanied with the use of Recruiter, complaints, questions, concerns, and phone calls decrease as appropriate information is communicated	Approval by APEM Execution of plan	Director of Admissions Admissions staff
Exemplary customer service	A higher satisfaction level with customer service results in higher yield of applicants, accepted students and enrolled students	Reduction in complaints, questions and concerns	Reports and measurements provided by Enrollment Coordinator	Enrollment Coordinator
National/Regional recruitment	Greater exposure of university to a more diverse population to potentially enroll	More prospective students and applicants should yield greater enrolled population	Caseload report	Recruitment Specialists
E-recruitment	Meeting students in the “virtual” world of social media and targeted emails, particularly Recruiter	More communication and more appropriate messaging to prospective students and applicants should yield greater enrolled population	Google Analytics Facebook Analytics Virtual counters	Admissions staff
On campus recruitment	Greater exposure of university to showcase academics, programs and campus through various activities	More accessibility to various constituents through outreach methods ranging from K-12 to administrators	Attendance at events Surveys regarding events for assessment	Admissions staff Enrollment Coordinator
Standard operating procedure manual development	Standardization of operations with the Admissions office to document the “how” and “why” of admissions	Reduction in errors, discrepancies and findings on external and internal audits	Completion of manual Execution of manual with internal audits	Associate Director of Admissions