

# INDIANA UNIVERSITY SOUTHEAST OFFICES OF ADMISSIONS & STUDENT FINANCIAL AID



**RECRUITMENT  
PLAN**

2015 - 2020

**Indiana University Southeast  
Offices of Admissions & Student Financial Aid  
Recruitment Plan 2015**

**Introduction**

This plan seeks to bring a proactive, strategic focus, to recruitment planning - both long- and short-term. While we should not ignore external factors (shifting populations, state requirements) that directly influence our ability to recruit qualified applicants, we cannot allow those factors to stifle our ingenuity. Our impetus will be on setting aggressive, measurable goals and deploying available resources to meet those goals. We will employ tactics that support sustained, incremental new enrollments. Our practices will transition from process-based tasks to direct service to prospective and admitted students through both electronic and face-to-face media.

To build a successful recruitment program, we MUST engage constituencies from across campus and beyond as ambassadors for Indiana University Southeast. Each touch should be seen as an opportunity to lead a student to IU Southeast. While recruitment is and should be the primary focus of the Admissions Office, reliance on a relative few as a primary source for growth is insufficient. In addition to the role of Admissions staff in providing our outreach efforts, those efforts should be expanded to include coordination and collaboration with others on campus to forge a unified vision for building outreach and awareness. This plan provides the foundation for that collaboration.

Strategically, our focus should be distributed among goals and objectives that satisfy these primary areas:

**Population Segmentation and Message Differentiation** – Given the competitive market in which we operate, we can ill afford a “one message fits all” approach to student recruitment. We must segment our overall market and differentiate messages to constituents within those markets based on their unique characteristics and needs. Such segments include: first-year beginners, adult learners, Kentucky residents, and others.

**Outreach Model** – While our general visibility is important, more work is needed to create substantial opportunities to message to prospective students in meaningful ways. We must work beyond cursory outreach in favor of building consistent feeders of potential students. Our approach should move us toward peer-to-peer and program-to-program recruitment – both with high schools and our community college partners.

**Communication Planning** – Our goal should be a robust and comprehensive communication plan from prospect-level through enrollment. Not only is it important for us to extend our message throughout the recruitment and enrollment continuum, but also to focus on new targets (including parents and high school faculty) and on new messages. We have to make the case for IU Southeast (and in many cases higher education in general) in every contact we have and center our messaging on academic quality relative to outcomes. We can do this by connecting students to academic faculty and outcomes early in the recruitment process.

**On-Campus Visits** – We have a unique opportunity to capitalize on our ability to provide one-to-one student service in a way that our competitors cannot. Our campus visit structures, whether for individuals or groups, should consume the visitor in that environment of engagement. The opportunity to exceed the expectations of our visitors is an important primary point of differentiation. In all, we will work diligently to bring as many visitors to our campus as possible and highlight an outstanding campus visit.

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**Scholarships** – In order to support our recruitment plan for 2015, and upcoming academic years, our scholarships have been analyzed and allocated to best recruit, retain, and graduate our students. The overall scholarship plan utilizes a segmented approach to the market by targeting specific student populations. Populations include minority, high-achieving, transfer, graduate, 21<sup>st</sup> Century, Frank O’Bannon, and students participating in certain programs. Some categories transcend into others, thus making students eligible for more than one category of scholarship. Another market is targeted through the use of summer scholarships as a means to solidify student choice of college prior to their first academic year. In addition to the use of scholarships, it is important that we market what we have to offer to prospective students, school counselors, and parents.

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**Goal 1: Increase percentage of area high school students who enroll at IU Southeast.**

***Objective 1 – Increase our market share in each high school we serve through annual recruitment goals for each high school in our service region based on college-going saturation rates. Set measurable annual goals and evaluate progress.***

**Initiative A:** Implement a comprehensive, consistent, early search program to include (1) A consistent annual strategy for and commitment to purchasing names of highly qualified underclassmen and (2) Creation of collateral print and digital pieces targeted to this population.

**Initiative B:** Adapt to new and creative methods to reach potential students where they live. Employ virtual visit events and interactive media to further engage students beyond our immediate geographic region.

**Initiative C:** Coordinate with University Communications to conduct a school-by-school assessment of current visibility and create building-specific plans to engage in increased brand awareness where applicable (examples include advertising in school athletic facilities, publications, sponsorships, etc.).

**Initiative D:** Develop and implement comprehensive peer-to-peer strategies to impact awareness among high school students including outreach involvement from faculty, athletics, support offices, and student groups. Connect influential stakeholders to campus resources (i.e. financial aid nights, faculty-to-faculty mentoring, Athletics summer camps). Continue to create and leverage initiatives like the “Bulldog Scholars Program”. Create scholarship incentives for students participating in the “Bulldog Scholars Program” that can be used once enrolled at IUS.

**Initiative E:** Develop and utilize an “Admissions Dashboard” to measure goals at the prospect, applicant, and admitted-student level in real time. Utilize dashboard data to inform recruitment priorities.

**Initiative F:** Employ current IU Southeast students in making visits to their former high schools and/or community colleges. Highlight scholarship recipients, including participation in award nights and distribution of a scholarship brochure to area counselors.

**Initiative G:** Align territory management structure to better facilitate the recruitment of students in our service area and beyond.

***Objective 2 – Improve relationships with high school guidance counselors, teachers, administrators, and other key influencers in the school setting.***

**Initiative A:** Host a “VIP” update breakfast each year at IU Southeast and invite local guidance personnel, teachers, and advisors from our transfer partners to hear program updates.

**Initiative B:** Provide updates to influencers on a regular basis including a bi-monthly email newsletter and regular updates from Admissions Counselors. Generate and share regular reports highlighting the academic performance of matriculates. Provide scholarship information, highlighting former and current students, as well as, the overall dollar amount received by all students from each high school.

**Initiative C:** Identify target areas in which we can provide service and/or partner with secondary institutions. Maximize these partnerships to create feeder programs.

**Initiative D:** Continue to grow participation in school-based advisories and committees that increase our contribution to the community while increasing our visibility among those groups.

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***Objective 3 – Expose prospective high school students to campus visit opportunities.***

**Initiative A:** Restructure the campus visit experience to reflect IU Southeast’s reputation for individual attention and culture of service. Highlight opportunities for prospective students and families to have meaningful engagement with faculty and current students.

**Initiative B:** Promote group campus visits among high school and other prospective student groups. Provide access to faculty, staff, and current students. Utilize these visits as catalyst to promote conversion and yield.

**Initiative C:** Leverage campus events as recruitment opportunities. Invite groups of prospective students to attend these events.

**Initiative D:** Expand offerings of structured campus visit days with fall and spring open house programs as anchors. Develop major-specific programs for prospective students in addition to underclass visit opportunities and events that promote yield.

***Goal 2: Increase focus on recruiting those students with traits that make them more likely to persist. Leverage admitted high-ability students and scholarship recipients to attract peers.***

***Objective 1 – Improve the overall quality of our applicant pool.***

**Initiative A:** Utilize data from SAT and ACT, PSAT/PLAN testing to identify and recruit well-qualified students in our region.

**Initiative B:** Create an outreach plan targeted specifically to high-ability students which includes a publication highlighting scholarship opportunities, *The Honors Program*, and undergraduate research.

**Initiative C:** Continue to develop admission-based automatic scholarships to be awarded to high-achieving students at the point of admission to increase application and yield rates among this group. Target these students for scholarship opportunities that allow them to enroll in the summer prior to their freshman year.

**Initiative D:** Host a scholarship preparation event for high school sophomores and their parents highlighting early preparation.

**Initiative E:** Create unique campus engagement opportunities for those enrolled in our dual credit courses aimed at increasing the rate at which these students make IUS their college choice.

***Objective 2 – Increase yield rates with emphasis on high-ability students.***

**Initiative A:** Create opportunities for “bridge” experiences that expose prospective high-ability students to academic quality, rigor, and cultural diversity.

**Initiative B:** Collaborate with orientation and advising to continue the recruitment cycle continuum through the orientation and registration period.

**Initiative C:** Develop and implement a series of significant touchpoints for admitted students with consideration for those who are admitted early in the recruitment cycle. Create scholarship opportunities that combine a monetary award with personalized contact within their School of choice.

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***Objective 3 – Develop “next generation” communication plan.***

**Initiative A:** Create communication sub plans for segmented target populations including parents, minority students, 21<sup>st</sup> Century Scholars, and high ability students. Utilize messaging that connects prospective students to academic quality and successful outcomes.

**Initiative C:** Create plan that “loops back” to non-returners and stop-outs, highlighting ease to return.

**Initiative D:** Employ a consistent, timed message approach with flexibility for “just in time” communications that relate important deadlines, happenings on campus, etc., but that emphasizes calls to action.

**Initiative E:** Develop multi-channel messaging strategies to include text messaging.

**Initiative F:** Mitigate the impact of stealth applicants on our yield rate by tailoring communications to meet their unique needs.

**Goal 3: Substantially increase enrollments among transfer and adult populations.**

**Initiative A:** Devise and strategically promote clear degree paths for transfer and adult students. Enhance pre-admission advising to provide prospective transfer and adult students with the best possible information. Strengthen these paths with pre-articulated courses and programs.

**Initiative B:** Employ a program-level outreach strategy at both JCTC and ITCC. Capitalize on this strategy to create feeder program relationships. Continue to offer transfer scholarships to promote transfer of these students. Offer summer scholarship opportunities for students who will transfer within the upcoming academic year.

**Initiative C:** Attract a greater percentage of local community college transfers, but diversify our transfer efforts to reduce our overall dependency on JCTC and ITCC. Continue to offer transfer scholarships to promote the transfer of these students.

**Initiative D:** Continue work in development of guaranteed admission deferral and dual-enrollment opportunities. Leverage programs to promote inclusiveness within our own student body.

**Goal 4: Increase overall diversity among incoming students to be more reflective of our region.**

**Initiative A:** Increase recruitment and support efforts for international students. Identify populations of potential students most likely to enroll at IU Southeast. Work to mitigate the impact of systematic barriers to application processing and enrollment. Continue to offer scholarships for international students to increase student yield.

**Initiative B:** Build relationships that allow us to increase campus participation in community-based minority support and interest groups. Commit scholarship and other resources as appropriate to those relationships.

**Initiative C:** Leverage campus and academic events, study abroad opportunities, and campus community resources to highlight and promote diversity among our prospective and incoming students.