



NAGAP RECRUITING SURVEY 2005

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NAGAP RECRUITING SURVEY 2005

I. Methodology

During the summer of 2005, members of the National Association of Graduate Admissions Professionals (NAGAP) were invited to participate in a Recruiting Survey, which was conducted on line. Invitations to complete the survey were sent via email in late spring to all NAGAP members; since the survey was not restricted to NAGAP members, the invitation encouraged members to forward the invitation to other colleagues who were involved in recruiting. One reminder was sent in mid August, and the survey was closed on September 5, 2005.

A total of 272 participants completed the survey.

Results of the survey are provided within; the n varies, since respondents did not always answer all questions. To assure confidentiality, no detailed responses are reported in cases where the n is less than 3.

II. Overview of Respondents

Institution Characteristics

Responses by Size of Institution

Responses represent recruiting from institutions of all sizes, with the largest group of participants representing institutions with total enrollments of more than 10,000 students.

Table 1: Respondents by Institution Total Enrollment

Institution Total Enrollment	#	%
<1,000	34	13%
1,000-2,999	54	20%
3,000-4,999	32	12%
5,000-9,999	48	18%
10,000+	104	38%
Total Participants	272	100%

Responses by Institution Type

A total of 162 responses (60%) came from professionals at private institutions, while 110 responses (40%) came from public institutions.

Responses by Institution Division

Participants were given the opportunity to clarify the institutional division for which their responses represented:

- School or College
- Specific Discipline
- Entire Institution

As can be seen from Table 2, the majority of responses were provided for the entire institution.

Table 2: Responses by Institution Division

Response Represents:	#	%
College or School	106	39%
Specific Discipline	29	11%
Entire Institution	130	48%
Unknown	7	3%
Total	272	100%

III. Recruiting Efforts

Recruiting Responsibility

Respondents were asked to provide a list of the individual titles responsible for recruiting at their institution, along with the salary of these individuals and the percentage of their time that was devoted to recruiting. Because titles varied widely, all titles were collapsed into some uniform titles for the purpose of analysis. Table 3 shows the breakdown of collapsed titles responsible for recruiting.

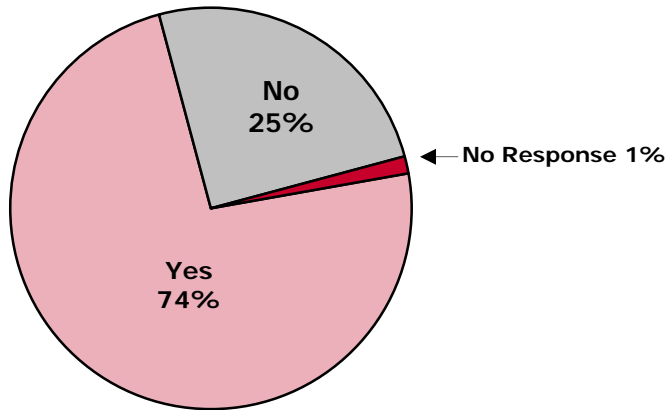
Table 3: Who is Responsible for Recruiting

Uniform Title	#	%
Admissions Director/Coordinator	64	24%
Recruiting Director/Coordinator	54	20%
Assistant/Associate Dean	19	7%
Recruiter	12	4%
Admissions Counselor	7	3%
Marketing Director/Coordinator	7	3%
Admissions Officer	3	1%
Other	106	39%
Total	272	100%

Use of Dedicated Recruiters

As shown in Figure 1, a total of 200 respondents (74%) indicated that their institutions do employ dedicated recruiting professionals; 68 respondents (25%) indicated that recruiting is done by other professionals. (No response was given by 1% of respondents.)

Figure 1: Does Your Institution Employ Dedicated Recruiters?



Results suggest that larger institutions are less likely to devote resources exclusively to recruiting (see Table 4).

Table 4: Size of Institution of Those Respondents Reporting That Their Institution Does *Not* Hire Professionals Who Are Devoted Exclusively to Recruiting

Institution Size	#	%
<1,000	10	15%
1,000-2,999	3	4%
3,000-4,999	7	10%
5,000-9,999	17	25%
10,000+	31	46%
Total	68	100%

Funding for Recruiters

Participants were asked to identify the funding source for recruiters when dedicated recruiters are used. Table 5 shows what institutional division provides support for dedicated recruiters when their institution does employ such professionals.

Table 5: Funding Source for Dedicated Recruiters

Funds Provided by:	#	%
School or College	52	26%
Graduate School	61	31%
Enrollment Services	44	22%
Discipline	14	7%
Other	23	12%
No Response	6	3%
Total	200	100%

Salaries for individuals with titles that reflect their duty as recruiters are provided in Table 6. (Note that salaries are not shown here for individuals whose title does not specifically include the reference to recruiting in their titles, since better details for these roles are found in the [NAGAP 2004 Membership Survey](#).)

Table 6: Recruiter Salaries

Title	Average Salary	Median Salary
Recruiting Director/Coordinator	\$42,826	\$44,500
Recruiter	\$35,313	\$33,500
Marketing Director/Coordinator	\$40,333	\$41,000

Time Spent on Recruiting

Respondents reported the time devoted exclusively to recruiting. An average of 55% of time is spent on recruiting by those individuals who have the responsibility for recruiting (all titles). When broken down by titles:

- Individuals with the title of “Recruiter” spend an average of 87% of their time on recruiting.
- Marketing and Recruiting Directors spend an average of 69% of their time on recruiting.
- Directors of Admission spend approximately 50% of their time on recruiting.
- Admissions officers spend 68% of their time on recruiting.
- Admissions Counselors devote 41% of their time to recruiting.
- Assistant and Associate Deans who have responsibility for recruiting spend an average of 43% of their time on recruiting.

Using Graduate Students as Recruiters

Only 27% of respondents (73) indicated that their institutions utilize graduate students for recruiting. When graduate students are used as recruiters, institutions reported that they use between 1 and 14 graduate students annually, with an average of 6 students per year.

Table 7 demonstrates that graduate students are paid for recruiting in a variety of ways, with an hourly salary being the most common means of payment.

Table 7: Means of Paying Graduate Student Recruiters

Payment for Grad Recruiters	Average Salary
58% are paid hourly	\$9.46/hour
13% are paid an academic yearly stipend	\$8,800/AY
15% are paid monthly	\$845/month
11% are paid a semester stipend	\$4,601/semester

Using Alumni for Recruiting

Forty-nine percent of the respondents indicated that they do use alumni for recruiting. When alumni are invited to assist with recruiting, 86% of the respondents indicated that alumni are not paid. Those that do receive payment are normally paid for expenses; only one institution indicated that they provide a salary type of compensation to alumni for this activity.

IV. Recruiting Events

Learning About Recruiting Events

Respondents reported that they learn about recruiting events most often (56%) through event mailing; 23% of respondents indicated that they use the NAGAP Recruiting Calendar.

Participation in Recruiting Events by Geographic Area

Respondents were asked to share the percent of the total recruiting events they attend locally, state-wide, regionally, nationally, and outside the United States. Table 8 shows the average percent of total events devoted to the stated types of events; as can be seen, state-wide events are the most popular; attendance at international recruiting events is much less popular.

Table 8: Average Percent of Total Recruiting Events Attended by Location

Event Location	Average %
Local (within city/county)	21%
State-wide	35%
Regional	22%
National	19%
Outside the U.S.	4%

While this analysis may be useful as an overall look at recruiting activity, it does not capture the individual recruiting strategies at responding institutions. To look more deeply into the recruiting decisions of respondent institutions, individual distribution of events was also assessed. Table 9 shows the number of respondents (and the percent of total respondents) who reported spending 50% or more of their time at these types of events.

Table 9: Respondents Spending 50% or More Time at Local, State-wide, Regional, or National Recruiting Events

Respondents Spending 50% Or More Time at:	#	% of Total (272) Respondents
Local (within city/county) Events	15	6%
State-wide Events	26	10%
Regional Events	13	5%
National Events	11	4%
Events Outside the U.S.	1	0%

V. Recruiting Budgets

Respondents were asked to report their annual budgets for attending domestic and international recruiting fairs, including travel, lodging, registration fees, etc. (exclusive of employee salaries and printed materials). Average and median budgets for those institutions that reported a budget are presented, by institution division, in Tables 10 and 11.

Table 10: Domestic Recruiting Budgets

Response Refers To	n	Average	Median	Range	
				Low	High
College or School	71	\$13,166	\$8,000.00	\$200	\$80,000
Specific Discipline	20	\$7,991	\$5,000.00	\$500	\$40,000
Entire Institution	92	\$11,015	\$5,000.00	\$500	\$100,000
Unknown	3	\$12,100	\$8,000.00	\$300	\$28,000
All Responses	186	\$11,529	\$5,250.00	\$200	\$100,000

Table 11: International Recruiting Budgets

Response Refers To	n	Average	Median	Range	
				Low	High
College or School	10	\$27,750	\$19,500	\$1,000	\$75,000
Specific Discipline	4	\$21,125	\$6,750	\$1,000	\$70,000
Entire Institution	14	\$15,821	\$4,500	\$500	\$80,000
Unknown	1	\$15,000	\$15,000	\$15,000	\$15,000
All Responses	29	\$20,638	\$10,000	\$5,000	\$80,000

Respondents were also asked to report their annual budgets for marketing, advertising, and printing of recruitment materials (exclusive of salaries). As Table 12 shows, print budgets vary widely.

Table 12: Budgets for Marketing, Advertising, and Printing of Recruiting Budgets

Response Refers To	n	Average	Median	Range	
				Low	High
College or School	71	\$37,415	\$15,500	\$500	250,000
Specific Discipline	18	\$16,283	\$7,800	\$1,000	80,000
Entire Institution	87	\$78,259	\$31,000	\$1,000	1,150,000
Unknown	3	\$21,000	\$18,000	\$15,000	30,000
All Responses	179	\$58,889	\$20,000	\$500	1,150,000

VI. Effectiveness of Recruiting

Just over half (52%) of the respondents reported that they do have a data system that allows them to track the results of their recruiting efforts. For those institutions that systematically track the results of their recruiting efforts, respondents reported that an average of **28%** of their new students each year applied after attending a recruiting event.

Respondents were asked also to rate their beliefs about the effectiveness of various recruiting events, on a 1 to 3 scale, where 3=Highly Effective; 2=Somewhat Effective; 1=Not Very Effective. (0 = Don't know; this response is not included in average ratings). Table 13 shows the average effectiveness for recruiting events, listed from most effective to least effective. Clearly respondents view their website as one of the most effective recruiting elements. Respondents view off-campus career fairs as the least effective element.

Table 13: Perceived Effectiveness of Recruiting Events

Type of Event	Average Perceived Effectiveness*
*Where: 3 = Highly Effective; 2 = Somewhat Effective; 1 = Not Very Effective; 0 = Don't Know	
Website (n = 247)	2.67
Local/State Recruiting Events (n = 228)	2.19
Regional Recruiting Events (n = 164)	1.91
On-Campus Career Fairs (n = 145)	1.88
National Recruiting Events (n = 150)	1.78
International Recruiting Events (n = 66)	1.74
Off-Campus Career Fairs (n = 143)	1.71

Average is calculated for all responses that rated event between 1 and 3; "0" (don't know) and no response are not included in the average.

Domestic Recruiting

Respondents were asked to respond to the question "Have your recruiting efforts within the United States changed over the past three years?" Efforts have changed for 62% of respondents, while 31% indicated no changes (8% of respondents did not respond to this question).

When changes have been made, respondents shared the kinds of change they made. Reviewing the descriptions of the changes that are being made, it becomes obvious that most of the respondents are using a combination of efforts to enhance their recruiting efforts within the United States. Responses indicate that, while some institutions are increasing their travel to recruiting events, others are decreasing these visits. Some institutions have just begun actively recruiting, while others have developed a more strategic plan. To help readers understand the variety of efforts being made, responses were summarized and grouped and are shown in Appendix A; this involved "unbundling" the sets of activities that individual institutions are using, but it allows for grouping to reduce the long list of activities.

International Recruiting

Only 38% (103) of the respondents indicated that they do recruit outside the United States. Respondents who indicated that they do recruit outside the United States were asked how they facilitate that work. Table 14 shows who holds the responsibility for recruiting at respondent institutions.

Table 14: Who is Responsible for International Recruiting

Who is Responsible for Int'l Recruiting?	#	%
Use Alumni	4	4%
Use Current Employees	56	54%
Use Outside Recruiters	6	6%
Use a Combination of these Methods	33	32%
No Response	4	4%
Total	103	100%

Respondents ($n = 67$ of the 103 who recruit internationally) reported that their international recruiters spend an average of 6½ weeks annually recruiting outside the country (median = 4 weeks). The range of responses was 1 week to 52 weeks.

When asked how respondents recruit, 47% of respondents who answered this question indicated that they attend organized fairs or tours; 16% visit targeted institutions. (See Table 15.)

Table 15: How Do You Recruit Internationally?

How Do You Recruit Internationally?	#	%
Visit Specific Institutions	15	18%
Attend Organized Fairs/Tours	44	46%
A Combination of These Options	8	8%
Other	28	27%
	95	100%

Of those respondents who replied “Other,” explanations included the use of internet/email recruiting, the use of other university staff (such as faculty, undergraduate units, current students), hiring of recruiting agencies, and internet advertising.

When asked if international recruiting efforts had changed over the past three years, 61 respondents replied that their international recruiting habits have changed. When asked how, responses included the following:

- Began recruiting internationally
- Began making greater use of the internet
- Narrowed focus, or changed focus to different countries (e.g., from Europe and Latin America only to Eastern Europe, Asia and the Middle East)
- Participated in fewer tours; made more individualized visits to targeted countries
- Eliminated international recruiting altogether
- Increased international recruiting travel and participation in recruiting fairs
- Made more aggressive contact with international students via email
- Placed more focus on specific programs/majors/degrees rather than generalist approach
- Expanded globalization efforts
- Developed an International Admissions office
- Improved our website and communication plan to give more meaningful information
- Used our very able and motivated current international students to generate productive leads in their home undergraduate institutions and at other places in their home countries
- Sent recruiting materials directly to embassies and consulting agencies

International Applications

A total of 161 respondents answered the question “Have your international applications declined in the past one to three years?” Ninety respondents (56%) indicated that their international applications have declined.

Table 16 shows how respondents indicated that they are responding to declining international applications.

Table 16: How Are You Responding to Declining International Applications?

Strategy	#	%*
We do not have any plan for dealing with this decline	32	36%
We are attempting to enhance domestic recruiting to replace international students with more domestic students	51	57%
We are adding new programs to increase our target and attract more applications	23	26%
We are enhancing our Distance Education program offerings	13	14%
We have other strategies	31	34%

*Percent of those the 90 respondents who replied that they have experienced declining international applications.

VII. Summary

Recruiting is accomplished through various units within graduate institutions, although the majority (48%) of the respondents of this survey indicated that recruiting is completed from one unit representing the entire university; 39% of the respondents represented an individual school or college within the institution. A majority of respondent institutions do utilize dedicated recruiters. Although responsibility for recruiting is distributed among a number of different titles, admissions directors/coordinators and recruiting directors/coordinators are responsible for 44% of the total recruiting done by respondents. Salaries for dedicated recruiting personnel average \$35,313 for “recruiters,” \$42,826 for “recruiting directors/coordinators.

Only 27% of respondents utilize graduate students as recruiters, while 49% of respondents indicated that they use alumni for this purpose.

Respondents distribute their attendance at recruiting events fairly evenly between local, state-wide, regional, and national events, although state-wide events appear to be the most popular. Few institutions—only 4% of respondents—attend recruiting events outside the United States.

Budgets for domestic recruiting range from as little as \$200/year to \$100,000, depending in large part on whether the budget is designated for an individual college/school, a discipline, or the entire institution. Institutional budgets range from \$500 to \$100,000. International recruiting budgets range from \$500 to \$80,000. Budgets for marketing, advertising, and printing of recruiting materials range from \$500 to \$1,150,000.

Just over half (52%) of respondents reported that they have a data system that allows them to track the results of their recruiting efforts. For those respondents who can track yield, 28% of new enrollees each year applied after attending a recruiting event.

Respondents believe that their websites are the most effective recruiting tools, followed by local/state recruiting events and regional recruiting events. Off-campus career fairs appear to be the least effective recruiting events.

A majority of respondents (62%) indicated that their recruiting efforts within the United States have changed over the past three years, although responses to the question of how they have changed vary widely; while many respondents reported that they have increased attendance at recruiting events, many others have *decreased* their attendance at such events. Consistently, however, respondents indicated that they do rely more on electronic technology such as websites, electronic communications, and chat sessions.

Just over one-third of respondents (38%) indicated that they do recruit actively outside the United States; over half of these respondents (54%) indicated that current employees are responsible for this work. The majority of these institutions (46%) attend organized international fairs and tours. Recruiting efforts have changed over the past three years; but, again, how efforts have changed vary widely, from increasing international recruiting efforts, to completely suspending them.

VIII. Conclusions

The results of this survey suggest that institutions take seriously their recruiting efforts and are reacting to changes in the higher education market. Many institutions indicated that they are designing and implementing strategic recruiting plans, or making concerted changes to their recruiting strategies.

Declining international applications have forced many institutions to re-think international recruiting strategies, although strategies for how to deal with this decline are varied: While some institutions are attempting to increase their international recruiting efforts, other institutions are attempting to enhance their domestic recruiting to replace declining international enrollments.

Appendix A: Changes to U.S. Recruiting Efforts

How respondents indicated that they are changing their U.S. recruiting efforts:

- Added focus on image and branding in the marketplace to include cable TV, metro and bus advertising
- Added an inquiry/applicant tracking system
- Added recruiting staff (6)
- Allocating more resources to advertising and website development
- Attending discipline-based national conferences (5)
- Attending fewer local events
- Attending fewer national events (5)
- Attending fewer recruiting events (20)
- Attending more discipline-based events (2)
- Attending more local events
- Attending more national events
- Attending more out-of-state events (4)
- Attending more state-wide and regional fairs (2)
- Attending more/different recruiting events (11)
- Became more focused and program-specific (3)
- Became more personalized, more consumer oriented (2)
- Buying fewer outside lists
- Centralized recruiting efforts into one office (7)
- Concentrating more on obtaining domestic students, fewer international students
- consortium recruiting (APSIA fairs)
- Developed consistent recruiting materials
- Developed/enhanced strategic plan or focused efforts (10)
- Eliminated attendance at recruiting events
- Expanded geographic recruiting area
- Expending recruiting efforts (2)
- Exploring new areas where the interest has grown.
- Focused efforts more toward programs, such as McNair
- Focused more on recruiting and away from advising
- Focusing on providing more efficient service to enrolled students
- Greater partnering with departments (2)
- Holding more on-campus open houses and events (4)
- Hosting programs in various locations throughout the US
- Increased direct-mail and direct e-mail
- Increased on-line advertising
- Increased radio/newspaper advertising (2)
- Increased recruiting efforts (6)
- Increased regional efforts (2)
- Increased relationship-building efforts using alumni and friends of campus
- Increased staff (3)
- Increased targeted direct mail
- Increasing contacts and prospects
- Increasing more on-campus events (3)
- Initially increased travel, but found it was not cost-effective
- Investing more resources on marketing and advertising
- Joined an area consortium; visits to corporations as part of a larger group (2)
- Just began actively recruiting (4)
- Make "cold" contacts to potential applicants
- Making more prospect contacts prior to recruiting events
- Making pre-event contacts
- More agency visits
- More focus on higher quality students
- More follow-up with prospects (2)

- More in-class visits
- More on-campus events
- More paper mailings
- More targeted recruiting (9)
- Narrowed recruiting travel to targeted areas
- Offering more personal and individualized attention to prospects (2)
- Participating in more recruiting tours like World Grad School Tour and APSIA fairs
- Reduced international efforts
- Reduced printed materials (3)
- Reduced radio advertising
- Relying more on electronic technology (website, web advertising, electronic communications, chat sessions, etc.) (53)
- Sought out more 4+1 agreements with other universities
- Streamlining activities and budgets
- Tracking how prospective students learn about us;
- Used professional enrollment consultant
- Using advisor visits and pre-professional club meetings (2)
- Using different venues of advertising and have tracked the results
- Using GRE mailing lists to recruit
- Using internet chat sessions for prospects
- Using local newspaper websites
- Using more alumni help in recruiting within their states (2)
- Using more discipline-based school visits
- Using more online open-houses; using more email recruiting
- using more student volunteers
- Using more web recruiting activities such as virtual open houses and newsletters
- Using wider variety of marketing sources; i.e., billboards, website advertising, radio, as opposed to just newsprint for info meetings
- Visiting undergraduate institutions and making guest faculty lectures
- We are a Canadian institution and have just begun attending some grad fairs in the US.