

# Higher Ed Benchmarks

## Trends in Enrollment Management

# Appendix: 2012 Marketing and Student Recruitment Practices for Master's-Level Graduate Programs

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### Findings color key: (Carnegie classifications)

Private,  
doctorate-granting  
institutions

Public,  
doctorate-granting  
institutions

Private master's institutions/  
baccalaureate colleges/special  
focus institutions

Public master's institutions/  
baccalaureate colleges/special  
focus institutions

Note: Red-highlighted "Caution" messages in this appendix indicate items that had limited statistical validity due to low numbers of survey responses, which often reflected low usage rates. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.

**Effectiveness of Marketing and Recruitment Practices as Rated by Respondents From Private Doctorate-Granting Institutions—By Percent Rated “Very Effective”**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Financial aid award notices sent at the time of admission	75.0%	25.0%	0.0%	28	65.1%
Scholarships/Fellowships awarded without a work obligation	71.8%	23.1%	5.1%	39	86.7%
Graduate program Web pages to attract inquiries	65.1%	27.9%	7.0%	43	97.7%
Campus visits for admitted students	62.5%	32.5%	5.0%	40	88.9%
Assistantships awarded with a work obligation attached	58.6%	31.0%	10.3%	29	67.4%
Open house and campus visit days to generate inquiries	56.4%	28.2%	15.4%	39	88.6%
Open house and campus visit days to encourage inquiries to apply	53.7%	24.4%	22.0%	41	91.1%
Follow up by e-mail with students whose applications are incomplete	52.3%	34.1%	13.6%	44	97.8%
Phone calls to admitted students from current students/graduate assistants	52.0%	32.0%	16.0%	25	55.6%
Use search engine optimization tactics to ensure our institution, college(s), and/or program(s) appear as a result of a search	51.9%	25.9%	22.2%	27	61.4%
Application fee waivers to encourage inquiries to apply	51.9%	22.2%	25.9%	27	60.0%
Follow up by phone with students whose applications are incomplete	50.0%	34.4%	15.6%	32	71.1%
Institutional aid awarded based on student financial need	45.8%	41.7%	12.5%	24	54.5%
Phone calls to admitted students from faculty members in students’ programs of interest	45.2%	41.9%	12.9%	31	68.9%
Institutional aid awarded to attract students from diverse ethnic groups	42.3%	46.2%	11.5%	26	59.1%
Build relationships with influencers in embassies, governments, or other international services	42.1%	26.3%	31.6%	19	43.2%
Webinars/Online information sessions on a regular basis to encourage inquiries to apply	40.0%	26.7%	33.3%	15	33.3%
Phone calls to inquiries by recruiters	39.3%	42.9%	17.9%	28	62.2%
Partnership agreements with businesses or agencies to provide education to employees	39.1%	39.1%	21.7%	23	51.1%
Webinars/online information sessions offered on a regular basis to generate inquiries	38.9%	27.8%	33.3%	18	41.9%
E-mail or written communications intended to yield admitted students (not procedural communications)	35.1%	51.4%	13.5%	37	82.2%
Multiple e-mails to inquiries	34.9%	60.5%	4.7%	43	95.6%
Outreach to our own institution’s undergraduate population	34.1%	36.6%	29.3%	41	93.2%
Recruiter visits to feeder colleges to generate inquiries	33.3%	30.0%	36.7%	30	66.7%

TM

**Private doctorate-granting institutions, continued...**

**Private,  
doctorate-  
granting  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Send graduate viewbooks or other publications to inquiries	32.4%	35.3%	32.4%	34	75.6%
Participate in regional or state Graduate Fairs	31.0%	35.7%	33.3%	42	93.3%
Recruiter visits to feeder colleges to encourage inquiries to apply	30.8%	46.2%	23.1%	26	57.8%
Combined bachelor's-master's programs that allow students to accelerate at a reduced total cost	30.0%	40.0%	30.0%	30	68.2%
Tuition discounts to students from particular employers	29.4%	47.1%	23.5%	17	37.8%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners	29.4%	5.9%	64.7%	17	37.8%
Web pages designed to enhance international student interest	29.2%	37.5%	33.3%	24	54.5%
Phone calls to inquiries by current students/graduate assistants	28.6%	47.6%	23.8%	21	46.7%
Phone calls to inquiries by faculty members	27.8%	38.9%	33.3%	18	40.0%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	27.3%	31.8%	40.9%	22	50.0%
Faculty visits to feeder colleges to generate inquiries	26.1%	21.7%	52.2%	23	52.3%
Receptions or group meetings away from campus to generate inquiries	25.7%	51.4%	22.9%	35	79.5%
Faculty visits to feeder colleges to encourage inquiries to apply	25.0%	45.0%	30.0%	20	44.4%
Individual meetings with prospective students away from campus to generate inquiries	24.3%	54.1%	21.6%	37	86.0%
Send recruiter to travel internationally on tour or individually	23.8%	47.6%	28.6%	21	47.7%
Send program-specific brochures to inquiries	22.9%	54.3%	22.9%	35	79.5%
Direct mail to homes in a specific geographic region	22.2%	33.3%	44.4%	18	40.9%
Participate in national Graduate Fairs	21.2%	48.5%	30.3%	33	73.3%
Financial aid award notices sent following the student's deposit/confirmation	18.8%	31.3%	50.0%	16	36.4%
Targeting companies/organizations that provide tuition reimbursement to enroll students with less financial need	18.8%	50.0%	31.3%	16	36.4%
Use social media to generate inquiries (e.g., Twitter, Facebook, blogs)	17.6%	35.3%	47.1%	34	77.3%
Internet pay-per-click advertising (Google, Facebook, Yahoo, etc.)	14.8%	44.4%	40.7%	27	61.4%
Alumni referral program	13.8%	48.3%	37.9%	29	64.4%
Non-matriculant surveys of admitted students who do not enroll to identify reasons why, for the purpose of strengthening admit-to-enrollee conversion in future years	13.8%	37.9%	48.3%	29	64.4%
Use social media to encourage inquiries to apply (e.g., Twitter, Facebook, blogs)	13.3%	26.7%	60.0%	30	66.7%

TM

Private doctorate-granting institutions, continued...

Private,  
doctorate-  
granting  
institutions

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Direct mail to homes in a specific geographic region to recruit adult learners	12.5%	37.5%	50.0%	16	35.6%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to generate inquiries	11.8%	29.4%	58.8%	17	38.6%
Internet advertising and listings in international markets	11.1%	33.3%	55.6%	18	40.9%
Visits by admissions representatives to employers (e.g., business, health, education, and industry sites or human resources offices)	10.7%	50.0%	39.3%	28	62.2%
Recruit at military or veterans sites	6.7%	60.0%	33.3%	15	33.3%
Corporate referral program	6.3%	50.0%	43.8%	16	35.6%
Local television and radio advertising	5.3%	26.3%	68.4%	19	43.2%
Use current students who are visiting their home countries to generate leads	5.0%	35.0%	60.0%	20	45.5%
Local print advertising	3.8%	38.5%	57.7%	26	59.1%
Local advertising targeted to adult students	3.7%	55.6%	40.7%	27	60.0%
Advertising in discipline-specific publications and conference programs	2.6%	44.7%	52.6%	38	86.4%
<b>Caution: The findings below this point have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.</b>					
On-the-spot admissions or instant admissions days to encourage inquiries to apply	50.0%	33.3%	16.7%	6	13.3%
Tuition discounts to students from particular employers	35.7%	57.1%	7.1%	14	31.8%
Assign recruiters overseas to represent the institution on a commission basis	33.3%	16.7%	50.0%	6	13.6%
Personalized Web page to encourage inquiries to apply	33.3%	22.2%	44.4%	9	20.0%
Tuition discounts to students who received a bachelor's degree from our institution	33.3%	66.7%	0.0%	12	27.3%
Incentive to current students to refer prospective students	28.6%	0.0%	71.4%	7	15.6%
Multiple text messages to inquiries	25.0%	0.0%	75.0%	4	8.9%
Unique landing pages for each communication to encourage inquiries to apply	22.2%	22.2%	55.6%	9	20.0%
Follow up by postal mail with students whose applications are incomplete	22.2%	44.4%	33.3%	9	20.0%
Circulate a course schedule or flyer via direct mail or newspaper	22.2%	11.1%	66.7%	9	20.5%
Send materials to embassies, governments, or other international services.	21.4%	42.9%	35.7%	14	31.8%
Use current students/graduate assistants to call and e-mail international inquiries	18.2%	18.2%	63.6%	11	25.0%
Assign recruiters overseas to represent the institution without compensation	14.3%	14.3%	71.4%	7	15.9%

TM

**Private doctorate-granting institutions, continued...**

**Private,  
doctorate-  
granting  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Church referral program	0.0%	0.0%	100.0%	2	4.4%
Referral program as part of institutional consortium	0.0%	0.0%	100.0%	5	11.1%
Referral program for faculty at other institutions	0.0%	28.6%	71.4%	7	15.6%
Bus, billboard, or other outdoor advertising	0.0%	45.5%	54.5%	11	25.0%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to encourage inquiries to apply	0.0%	30.8%	69.2%	13	28.9%

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**Effectiveness of Marketing and Recruitment Practices as Rated by Respondents From Public Doctorate-Granting Institutions—By Percent Rated “Very Effective”**

**Public,  
doctorate-  
granting  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Assistantships awarded with a work obligation attached	69.0%	27.6%	3.4%	29	90.6%
Financial aid award notices sent at the time of admission	68.4%	26.3%	5.3%	19	59.4%
Campus visits for admitted students	67.9%	32.1%	0.0%	28	87.5%
Scholarships/Fellowships awarded without a work obligation	59.3%	33.3%	7.4%	27	84.4%
Graduate program Web pages to attract inquiries	56.3%	43.8%	0.0%	32	97.0%
Outreach to our own institution’s undergraduate population	46.9%	43.8%	9.4%	32	97.0%
Follow up by e-mail with students whose applications are incomplete	44.8%	48.3%	6.9%	29	87.9%
Open house and campus visit days to generate inquiries	41.4%	58.6%	0.0%	29	87.9%
Phone calls to admitted students from current students/graduate assistants	41.2%	52.9%	5.9%	17	53.1%
Follow up by phone with students whose applications are incomplete	40.0%	50.0%	10.0%	20	62.5%
Phone calls to admitted students from faculty members in students’ programs of interest	40.0%	55.0%	5.0%	20	62.5%
Phone calls to inquiries by recruiters	37.5%	25.0%	37.5%	16	50.0%
Web pages designed to enhance international student interest	35.3%	41.2%	23.5%	17	51.5%
Partnership agreements with businesses or agencies to provide education to employees	33.3%	46.7%	20.0%	15	48.4%
Open house and campus visit days to encourage inquiries to apply	33.3%	63.0%	3.7%	27	84.4%
Institutional aid awarded to attract students from diverse ethnic groups	29.2%	50.0%	20.8%	24	72.7%
Multiple e-mails to inquiries	29.0%	58.1%	12.9%	31	93.9%

TM

**Public doctorate-granting institutions, continued...**

**Public,  
doctorate-  
granting  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Recruiter visits to feeder colleges to generate inquiries	28.6%	42.9%	28.6%	21	65.6%
Use search engine optimization tactics to ensure our institution, college(s), and/or program(s) appear as a result of a search	26.1%	52.2%	21.7%	23	71.9%
Webinars/Online information sessions offered on a regular basis to generate inquiries	25.0%	68.8%	6.3%	16	50.0%
E-mail or written communications intended to yield admitted students (not procedural communications)	25.0%	67.9%	7.1%	28	84.8%
Non-matriculant surveys of admitted students who do not enroll to identify reasons why, for the purpose of strengthening admit-to-enrollee conversion in future years	22.2%	61.1%	16.7%	18	56.3%
Faculty visits to feeder colleges to generate inquiries	22.2%	44.4%	33.3%	18	58.1%
Participate in regional or state Graduate Fairs	19.4%	48.4%	32.3%	31	93.9%
Send program-specific brochures to inquiries	19.0%	42.9%	38.1%	21	65.6%
Institutional aid awarded based on student financial need	19.0%	57.1%	23.8%	21	65.6%
Send recruiter to travel internationally on tour or individually	18.8%	43.8%	37.5%	16	48.5%
Individual meetings with prospective students away from campus to generate inquiries	18.8%	62.5%	18.8%	16	50.0%
Participate in national Graduate Fairs	18.2%	45.5%	36.4%	22	66.7%
Phone calls to inquiries by faculty members	17.6%	58.8%	23.5%	17	53.1%
Combined bachelor's-master's programs that allow students to accelerate at a reduced total cost	15.0%	65.0%	20.0%	20	62.5%
Recruiter visits to feeder colleges to encourage inquiries to apply	14.3%	47.6%	38.1%	21	65.6%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	10.5%	63.2%	26.3%	19	57.6%
Build relationships with influencers in embassies, governments, or other international services	6.7%	66.7%	26.7%	15	45.5%
Send graduate viewbooks or other publications to inquiries	5.9%	41.2%	52.9%	17	53.1%
Local print advertising	5.6%	33.3%	61.1%	18	56.3%
Use social media to encourage inquiries to apply (e.g., Twitter, Facebook, blogs)	5.6%	50.0%	44.4%	18	56.3%
Visits by admissions representatives to employers (e.g., business, health, education, and industry sites or human resources offices)	5.6%	77.8%	16.7%	18	58.1%
Receptions or group meetings away from campus to generate inquiries	4.3%	69.6%	26.1%	23	69.7%
Advertising in discipline-specific publications and conference programs	4.0%	44.0%	52.0%	25	75.8%
Use social media to generate inquiries (e.g., Twitter, Facebook, blogs)	3.8%	65.4%	30.8%	26	78.8%

TM

**Public doctorate-granting institutions, continued...**

**Public,  
doctorate-  
granting  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Local television and radio advertising	0.0%	40.0%	60.0%	15	46.9%
Alumni referral program	0.0%	36.8%	63.2%	19	57.8%
<b>Caution: The findings below this point have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.</b>					
Tuition discounts to students who received a bachelor's degree from our institution	66.7%	33.3%	0.0%	3	9.4%
Offer application fee waivers to encourage inquiries to apply	44.4%	55.6%	0.0%	9	28.1%
On-the-spot admissions or instant admissions days to encourage inquiries to apply	33.3%	66.7%	0.0%	3	9.4%
Unique landing pages for each communication to encourage inquiries to apply	22.2%	55.6%	22.2%	9	28.1%
Conduct Webinars/online information sessions on a regular basis to encourage inquiries to apply	21.4%	57.1%	21.4%	14	43.8%
Direct mail to homes in a specific geographic region	18.2%	27.3%	54.5%	11	34.4%
Personalized Web page to encourage inquiries to apply	16.7%	83.3%	0.0%	6	18.8%
Internet pay-per-click advertising (Google, Facebook, Yahoo, etc.)	14.3%	57.1%	28.6%	14	43.8%
Phone calls to inquiries by current students/graduate assistants	14.3%	57.1%	28.6%	14	43.8%
Internet advertising and listings in international markets	14.3%	64.3%	21.4%	14	43.8%
Tuition discounts to students from particular employers	11.1%	66.7%	22.2%	9	28.1%
Use current students who are visiting their home countries to generate leads	10.0%	60.0%	30.0%	10	30.3%
Send materials to embassies, governments, or other international services. Please specify types of material if this method is used	9.1%	45.5%	45.5%	11	34.4%
Local advertising targeted to adult students	9.1%	63.6%	27.3%	11	35.5%
Targeting companies/organizations that provide tuition reimbursement to enroll students with less financial need	8.3%	58.3%	33.3%	12	37.5%
Financial aid award notices sent following the student's deposit/confirmation	7.7%	69.2%	23.1%	13	40.6%
Recruit at military or veterans sites	7.7%	53.8%	38.5%	13	41.9%
Faculty visits to feeder colleges to encourage inquiries to apply	7.1%	57.1%	35.7%	14	42.4%
Church referral program	0.0%	0.0%	100.0%	2	6.3%
Circulate a course schedule or flyer via direct mail or newspaper	0.0%	25.0%	75.0%	4	12.5%
Incentive to current students to refer prospective students	0.0%	25.0%	75.0%	4	12.5%
Multiple text messages to inquiries	0.0%	60.0%	40.0%	5	15.6%

TM

**Public doctorate-granting institutions, continued...**

**Public,  
doctorate-  
granting  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Assign recruiters overseas to represent the institution on a commission basis	0.0%	40.0%	60.0%	5	15.6%
Assign recruiters overseas to represent the institution without compensation	0.0%	0.0%	100.0%	5	15.6%
Tuition discounts to students from particular employers	0.0%	60.0%	40.0%	5	16.1%
Use current students/graduate assistants to call and e-mail international inquiries	0.0%	83.3%	16.7%	6	18.8%
Referral program for faculty at other institutions	0.0%	42.9%	57.1%	7	21.9%
Follow up by postal mail with students whose applications are incomplete	0.0%	85.7%	14.3%	7	21.9%
Direct mail to homes in a specific geographic region to recruit adult learners	0.0%	62.5%	37.5%	8	25.8%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners	0.0%	62.5%	37.5%	8	25.8%
Corporate referral program	0.0%	55.6%	44.4%	9	28.1%
Referral program as part of institutional consortium	0.0%	33.3%	66.7%	9	28.1%
Bus, billboard, or other outdoor advertising	0.0%	30.0%	70.0%	10	31.3%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to encourage inquiries to apply	0.0%	50.0%	50.0%	10	31.3%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to generate inquiries	0.0%	53.8%	46.2%	13	40.6%

TM

**Effectiveness of Marketing and Recruitment Practices as Rated by Respondents From Private Master's Institutions, Baccalaureate Colleges, and Special Focus Institutions—By Percent Rated "Very Effective"**

**Private  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Campus visits for admitted students	61.7%	32.7%	5.6%	107	82.9%
Phone calls to inquiries by recruiters	60.5%	34.2%	5.3%	114	88.4%
Follow up by phone with students whose applications are incomplete	60.2%	34.1%	5.7%	123	95.3%
Phone calls to admitted students from faculty members in students' programs of interest	59.5%	29.1%	11.4%	79	61.2%
Graduate program Web pages to attract inquiries	56.9%	32.3%	10.8%	130	100.0%
Follow up by e-mail with students whose applications are incomplete	54.7%	39.8%	5.5%	128	99.2%
Scholarships/Fellowships awarded without a work obligation	53.7%	31.3%	14.9%	67	52.8%
Assistantships awarded with a work obligation attached	53.4%	34.2%	12.3%	73	56.6%
Phone calls to admitted students from current students/graduate assistants	50.0%	40.4%	9.6%	52	40.0%

TM



**Private master's institutions, baccalaureate colleges, and special focus institutions, continued...**

**Private  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Phone calls to inquiries by faculty members	50.0%	37.5%	12.5%	64	49.6%
Open house and campus visit days to encourage inquiries to apply	49.6%	31.6%	18.8%	117	90.7%
Open house and campus visit days to generate inquiries	45.1%	32.0%	23.0%	122	93.8%
Tuition discounts to students who received a bachelor's degree from our institution	44.7%	31.6%	23.7%	38	30.2%
Institutional aid awarded based on student financial need	44.4%	42.9%	12.7%	63	49.2%
Tuition discounts to students from particular employers	43.4%	41.5%	15.1%	53	41.1%
Phone calls to inquiries by current students/graduate assistants	43.1%	41.2%	15.7%	51	40.2%
E-mail or written communications intended to yield admitted students (not procedural communications)	42.4%	47.5%	10.2%	118	91.5%
Application fee waivers to encourage inquiries to apply	42.3%	37.1%	20.6%	97	75.2%
On-the-spot admissions or instant admissions days to encourage inquiries to apply	40.0%	43.3%	16.7%	30	23.6%
Financial aid award notices sent at the time of admission	39.3%	37.5%	23.2%	56	44.1%
Send program-specific brochures to inquiries	37.5%	41.7%	20.8%	120	93.0%
Targeting companies/organizations that provide tuition reimbursement to enroll students with less financial need	36.8%	34.2%	28.9%	76	59.8%
Partnership agreements with businesses or agencies to provide education to employees	36.4%	42.9%	20.8%	77	59.2%
Tuition discounts to students from particular employers	35.8%	41.8%	22.4%	67	52.8%
Individual meetings with prospective students away from campus to generate inquiries	33.7%	53.3%	13.0%	92	71.3%
Multiple e-mails to inquiries	33.6%	57.6%	8.8%	125	96.9%
Assign recruiters overseas to represent the institution on a commission basis	33.3%	42.9%	23.8%	21	16.8%
Alumni referral program	33.0%	27.4%	39.6%	106	81.5%
Combined bachelor's-master's programs that allow students to accelerate at a reduced total cost	32.4%	32.4%	35.3%	68	53.1%
Send graduate viewbooks or other publications to inquiries	31.5%	46.1%	22.5%	89	69.0%
Institutional aid awarded to attract students from diverse ethnic groups	30.6%	33.3%	36.1%	36	28.3%
Build relationships with influencers in embassies, governments, or other international services	30.4%	30.4%	39.1%	46	36.8%
Outreach to our own institution's undergraduate population	29.1%	51.3%	19.7%	117	90.0%
Send recruiter to travel internationally on tour or individually	28.9%	35.6%	35.6%	45	35.7%

TM

**Private master's institutions, baccalaureate colleges, and special focus institutions, continued...**

**Private  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Webinars/Online information sessions offered on a regular basis to generate inquiries	26.7%	33.3%	40.0%	60	46.2%
Visits by admissions representatives to employers (e.g., business, health, education, and industry sites or human resources offices)	26.6%	52.1%	21.3%	94	72.3%
Personalized Web page to encourage inquiries to apply	25.7%	40.0%	34.3%	35	27.1%
Recruiter visits to feeder colleges to generate inquiries	25.5%	47.9%	26.6%	94	74.0%
Use search engine optimization tactics to ensure our institution, college(s), and/or program(s) appear as a result of a search	24.8%	52.4%	22.9%	105	81.4%
Recruiter visits to feeder colleges to encourage inquiries to apply	23.8%	44.0%	32.1%	84	65.1%
Conduct Webinars/online information sessions on a regular basis to encourage inquiries to apply	23.1%	46.2%	30.8%	52	40.3%
Multiple text messages to inquiries	22.2%	22.2%	55.6%	18	14.0%
Local advertising targeted to adult students	21.6%	48.0%	30.4%	102	78.5%
Faculty visits to feeder colleges to generate inquiries	21.3%	34.0%	44.7%	47	36.2%
Use current students/graduate assistants to call and e-mail international inquiries	20.0%	20.0%	60.0%	25	19.8%
Faculty visits to feeder colleges to encourage inquiries to apply	20.0%	31.1%	48.9%	45	34.9%
Incentive to current students to refer prospective students	19.4%	22.2%	58.3%	36	27.7%
Web pages designed to enhance international student interest	19.3%	42.1%	38.6%	57	45.2%
Receptions or group meetings away from campus to generate inquiries	18.7%	51.6%	29.7%	91	70.0%
Unique landing pages for each communication to encourage inquiries to apply	18.4%	53.1%	28.6%	49	38.0%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	18.0%	32.0%	50.0%	50	39.7%
Internet advertising and listings in international markets	17.8%	28.9%	53.3%	45	35.7%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners	17.7%	41.9%	40.3%	62	47.7%
Financial aid award notices sent following the student's deposit/confirmation	17.4%	43.5%	39.1%	46	35.9%
Send materials to embassies, governments, or other international services.	17.2%	41.4%	41.4%	29	23.4%
Participate in regional or state Graduate Fairs	17.1%	44.7%	38.2%	123	94.6%
Local television and radio advertising	16.8%	35.8%	47.4%	95	73.1%
Direct mail to homes in a specific geographic region	16.7%	41.1%	42.2%	90	69.2%
Advertising in discipline-specific publications and conference programs	16.7%	41.7%	41.7%	108	83.7%

TM

**Private master's institutions, baccalaureate colleges, and special focus institutions, continued...**

**Private  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Non-matriculant surveys of admitted students who do not enroll to identify reasons why, for the purpose of strengthening admit-to-enrollee conversion in future years	15.7%	41.4%	42.9%	70	53.8%
Follow up by postal mail with students whose applications are incomplete	15.3%	45.9%	38.8%	85	65.9%
Direct mail to homes in a specific geographic region to recruit adult learners	13.5%	44.6%	41.9%	74	56.9%
Recruit at military or veterans sites	13.4%	55.2%	31.3%	67	51.5%
Church referral program	13.0%	30.4%	56.5%	46	35.4%
Referral program for faculty at other institutions	12.5%	29.2%	58.3%	24	18.5%
Use current students who are visiting their home countries to generate leads	12.5%	34.4%	53.1%	32	25.8%
Circulate a course schedule or flyer via direct mail or newspaper	12.2%	34.7%	53.1%	49	37.7%
Internet pay-per-click advertising (Google, Facebook, Yahoo, etc.)	12.1%	53.5%	34.3%	99	76.7%
Participate in national Graduate Fairs	11.3%	43.5%	45.2%	62	47.7%
Local print advertising	9.9%	41.4%	48.6%	111	85.4%
Bus, billboard, or other outdoor advertising	9.6%	47.9%	42.5%	73	56.6%
Corporate referral program	9.4%	45.3%	45.3%	64	49.6%
Use social media to encourage inquiries to apply (e.g., Twitter, Facebook, blogs)	6.9%	37.9%	55.2%	87	67.4%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to generate inquiries	6.5%	34.8%	58.7%	46	35.4%
Assign recruiters overseas to represent the institution without compensation	6.3%	25.0%	68.8%	16	12.8%
Use social media to generate inquiries (e.g., Twitter, Facebook, blogs)	6.0%	36.0%	58.0%	100	78.1%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to encourage inquiries to apply	2.8%	22.2%	75.0%	36	28.1%
Referral program as part of institutional consortium	0.0%	23.8%	76.2%	21	16.2%

TM

**Effectiveness of Marketing and Recruitment Practices as Ranked by Respondents From Public Master's Institutions, Baccalaureate Colleges, and Special Focus Institutions—By Percent Rated "Very Effective"**

**Public  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Follow up by phone with students whose applications are incomplete	58.3%	29.2%	12.5%	24	61.5%
Assistantships awarded with a work obligation attached	58.1%	32.3%	9.7%	31	81.6%

TM

**Public master's institutions, baccalaureate colleges, and special focus institutions, continued...**

**Public  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Use search engine optimization tactics to ensure our institution, college(s), and/or program(s) appear as a result of a search	50.0%	25.0%	25.0%	16	42.1%
Graduate program Web pages to attract inquiries	47.2%	38.9%	13.9%	36	94.7%
Campus visits for admitted students	45.8%	37.5%	16.7%	24	61.5%
Phone calls to admitted students from faculty members in students' programs of interest	45.0%	50.0%	5.0%	20	51.3%
Follow up by e-mail with students whose applications are incomplete	43.6%	51.3%	5.1%	39	100.0%
Institutional aid awarded based on student financial need	39.1%	39.1%	21.7%	23	60.5%
Web pages designed to enhance international student interest	38.1%	23.8%	38.1%	21	56.8%
Open house and campus visit days to generate inquiries	37.5%	37.5%	25.0%	32	82.1%
Send program-specific brochures to inquiries	37.0%	37.0%	25.9%	27	73.0%
E-mail or written communications intended to yield admitted students (not procedural communications)	35.7%	42.9%	21.4%	28	71.8%
Partnership agreements with businesses or agencies to provide education to employees	35.3%	35.3%	29.4%	17	43.6%
Multiple e-mails to inquiries	34.2%	44.7%	21.1%	38	97.4%
Scholarships/Fellowships awarded without a work obligation	33.3%	37.5%	29.2%	24	63.2%
Send graduate viewbooks or other publications to inquiries	32.0%	32.0%	36.0%	25	65.8%
Outreach to our own institution's undergraduate population	30.6%	55.6%	13.9%	36	94.7%
Recruiter visits to feeder colleges to generate inquiries	30.0%	40.0%	30.0%	20	52.6%
Phone calls to inquiries by faculty members	29.4%	41.2%	29.4%	17	43.6%
Open house and campus visit days to encourage inquiries to apply	29.0%	41.9%	29.0%	31	79.5%
Phone calls to inquiries by recruiters	28.6%	42.9%	28.6%	21	53.8%
Faculty visits to feeder colleges to generate inquiries	27.8%	50.0%	22.2%	18	47.4%
Combined bachelor's-master's programs that allow students to accelerate at a reduced total cost	27.8%	16.7%	55.6%	18	47.4%
Faculty visits to feeder colleges to encourage inquiries to apply	25.0%	25.0%	50.0%	16	42.1%
Recruiter visits to feeder colleges to encourage inquiries to apply	22.2%	38.9%	38.9%	18	47.4%
Visits by admissions representatives to employers (e.g., business, health, education, and industry sites or human resources offices)	20.8%	37.5%	41.7%	24	61.5%
Local advertising targeted to adult students	20.8%	20.8%	58.3%	24	61.5%
Follow up by postal mail with students whose applications are incomplete	20.0%	46.7%	33.3%	15	38.5%
Individual meetings with prospective students away from campus to generate inquiries	20.0%	64.0%	16.0%	25	64.1%

TM

**Public master's institutions, baccalaureate colleges, and special focus institutions, continued...**

**Public  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Direct mail to homes in a specific geographic region	19.0%	33.3%	47.6%	21	53.8%
Recruit at military or veterans sites	12.5%	37.5%	50.0%	16	41.0%
Institutional aid awarded to attract students from diverse ethnic groups	12.5%	56.3%	31.3%	16	42.1%
Internet advertising and listings in international markets	12.5%	25.0%	62.5%	16	43.2%
Use current students who are visiting their home countries to generate leads	11.8%	41.2%	47.1%	17	44.7%
Bus, billboard, or other outdoor advertising	10.0%	20.0%	70.0%	20	51.3%
Receptions or group meetings away from campus to generate inquiries	9.1%	59.1%	31.8%	22	56.4%
Local television and radio advertising	9.1%	27.3%	63.6%	22	56.4%
Participate in regional or state Graduate Fairs	9.1%	60.6%	30.3%	33	89.2%
Use social media to generate inquiries (e.g., Twitter, Facebook, blogs)	7.7%	23.1%	69.2%	26	68.4%
Alumni referral program	6.7%	33.3%	60.0%	15	39.5%
Advertising in discipline-specific publications and conference programs	4.3%	34.8%	60.9%	23	59.0%
Use social media to encourage inquiries to apply (e.g., Twitter, Facebook, blogs)	4.3%	26.1%	69.6%	23	59.0%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	4.2%	33.3%	62.5%	24	63.2%
Local print advertising	0.0%	30.8%	69.2%	26	66.7%
<b>Caution: The findings below this point have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.</b>					
Church referral program	100.0%	0.0%	0.0%	1	2.6%
Tuition discounts to students who received a bachelor's degree from our institution	66.7%	33.3%	0.0%	3	7.9%
Multiple text messages to inquiries	50.0%	0.0%	50.0%	2	5.3%
Conduct Webinars/online information sessions on a regular basis to encourage inquiries to apply	37.5%	37.5%	25.0%	8	20.5%
Tuition discounts to students from particular employers	33.3%	44.4%	22.2%	9	23.1%
Direct mail to homes in a specific geographic region to recruit adult learners	30.0%	30.0%	40.0%	10	25.6%
Unique landing pages for each communication to encourage inquiries to apply	28.6%	28.6%	42.9%	7	18.4%
Financial aid award notices sent at the time of admission	25.0%	62.5%	12.5%	8	21.1%
Phone calls to inquiries by current students/graduate assistants	25.0%	41.7%	33.3%	12	31.6%
Send recruiter to travel internationally on tour or individually	25.0%	25.0%	50.0%	12	31.6%

TM

**Public master's institutions, baccalaureate colleges, and special focus institutions, continued...**

**Public  
master's/bacc./  
special focus  
institutions**

Survey Items	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Non-matriculant surveys of admitted students who do not enroll to identify reasons why, for the purpose of strengthening admit-to-enrollee conversion in future years	22.2%	0.0%	77.8%	9	23.7%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners	20.0%	20.0%	60.0%	10	25.6%
Webinars/Online information sessions offered on a regular basis to generate inquiries	18.2%	27.3%	54.5%	11	28.2%
Phone calls to admitted students from current students/graduate assistants	18.2%	54.5%	27.3%	11	28.2%
Internet pay-per-click advertising (Google, Facebook, Yahoo, etc.)	18.2%	54.5%	27.3%	11	28.9%
Assign recruiters overseas to represent the institution on a commission basis	14.3%	71.4%	14.3%	7	18.4%
Assign recruiters overseas to represent the institution without compensation	14.3%	14.3%	71.4%	7	18.4%
Use current students/graduate assistants to call and e-mail international inquiries	14.3%	85.7%	0.0%	7	18.4%
Circulate a course schedule or flyer via direct mail or newspaper	12.5%	37.5%	50.0%	8	21.6%
Send materials to embassies, governments, or other international services.	12.5%	25.0%	62.5%	8	22.9%
Participate in national Graduate Fairs	11.1%	22.2%	66.7%	9	23.7%
Personalized Web page to encourage inquiries to apply	11.1%	44.4%	44.4%	9	25.0%
Offer application fee waivers to encourage inquiries to apply	10.0%	40.0%	50.0%	10	26.3%
Tuition discounts to students from particular employers	10.0%	50.0%	40.0%	10	26.3%
Targeting companies/organizations that provide tuition reimbursement to enroll students with less financial need	10.0%	40.0%	50.0%	10	26.3%
Financial aid award notices sent following the student's deposit/confirmation	10.0%	60.0%	30.0%	10	27.8%
Corporate referral program	8.3%	25.0%	66.7%	12	31.6%
Build relationships with influencers in embassies, governments, or other international services	7.1%	35.7%	57.1%	14	36.8%
Incentive to current students to refer prospective students	0.0%	33.3%	66.7%	3	7.9%
On-the-spot admissions or instant admissions days to encourage inquiries to apply	0.0%	0.0%	100.0%	3	7.9%
Referral program for faculty at other institutions	0.0%	0.0%	100.0%	5	13.2%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to encourage inquiries to apply	0.0%	40.0%	60.0%	5	13.2%
Referral program as part of institutional consortium	0.0%	0.0%	100.0%	6	16.2%
Mobile tactics such as mobile apps, mobile Web sites, and QR codes to generate inquiries	0.0%	11.1%	88.9%	9	23.7%

TM

## The practice of purchasing prospective student names and addresses

**Caution:** These benchmarks have limited statistical validity due to low numbers of survey responses (this section of the study was presented as “optional” for respondents on the poll). However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them. Further research with a larger pool of survey respondents will be necessary to establish valid benchmarks for name purchases.

### Approximate Number of Names Purchased From Testing Services Such as GRE and GMAT, Aimed at Building Fall 2011 Enrollment:

Institution Type	First Quartile	Median	Third Quartile	Percent and Number of Institutions Purchasing Names
All Respondents From Doctorate-Granting Institutions (Private and Public)	650	2,750	11,750	54% (14)
<b>VS.</b>				
All Respondents From Master's Colleges and Universities, Baccalaureate Colleges, and Special Focus Institutions (Private and Public)	900	1,200	2,500	29% (19)
All Private Institution Respondents Regardless of Carnegie Institution Type	863	1,600	3,000	37% (22)
<b>VS.</b>				
All Public Institution Respondents Regardless of Carnegie Institution Type	400	2,500	4,000	35% (11)

TM

### Approximate Number of Names Purchased From Any Source That Identifies Students' Career Interest in Entering Specific Industries/Professions:

Institution Type	First Quartile	Median	Third Quartile	Percent and Number of Institutions Purchasing Names
All Respondents From Doctorate-Granting Institutions (Private and Public)	—	21,500	—	10% (2)
<b>VS.</b>				
All Respondents From Master's Colleges and Universities, Baccalaureate Colleges, and Special Focus Institutions (Private and Public)	543	3,000	15,000	26% (15)
All Private Institution Respondents Regardless of Carnegie Institution Type	722	3,000	15,000	32% (17)
<b>VS.</b>				
All Public Institution Respondents Regardless of Carnegie Institution Type	—	—	—	0% (0)

TM

**Approximate Number of Names Purchased From Any Source by the Geographic Area In Which Students Reside:**

Institution Type	First Quartile	Median	Third Quartile	Percent and Number of Institutions Purchasing Names
All Respondents From Doctorate-Granting Institutions (Private and Public) <b>VS.</b>	—	4,000	—	10% (2)
All Respondents From Master's Colleges and Universities, Baccalaureate Colleges, and Special Focus Institutions (Private and Public)	1,250	3,000	15,000	23% (13)
All Private Institution Respondents Regardless of Carnegie Institution Type <b>VS.</b>	1,250	3,000	12,500	25% (13)
All Public Institution Respondents Regardless of Carnegie Institution Type	—	15,000	—	8% (2)

TM



## Practices for Recruiting Master's Students by Academic Discipline (Business, Health, and Education) Across Institution Types

**BUSINESS PROGRAMS: Top 10 Practices for Recruiting Students for Programs in Business as Rated by Respondents Across Carnegie Institution Types, Private and Public, That Indicated They Were Recruiting Students for MBA and Other Master's Programs in Business—Ordered by Percent Rated "Very Effective"**

Top Practices for Recruiting Students for Business Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Phone calls to inquiries by recruiters	61.9%	33.3%	4.8%	21	91.3%
E-mail or written communications intended to yield admitted students (not procedural communications)	55.0%	35.0%	10.0%	20	87.0%
Follow up by phone with students whose applications are incomplete	54.5%	36.4%	9.1%	22	95.7%
Follow up by e-mail with students whose applications are incomplete	54.5%	40.9%	4.5%	22	95.7%
Campus visits for admitted students	52.6%	42.1%	5.3%	19	82.6%
Graduate program Web pages to attract inquiries	50.0%	31.8%	18.2%	22	100.0%
Open house and campus visit days to encourage inquiries to apply	50.0%	31.8%	18.2%	22	95.7%
Scholarships/Fellowships awarded without a work obligation	50.0%	25.0%	25.0%	16	72.7%
Partnership agreements with businesses or agencies to provide education to employees	46.7%	20.0%	33.3%	15	65.2%
Open house and campus visit days to generate inquiries	45.5%	36.4%	18.2%	22	95.7%

TM

**HEALTH PROGRAMS: Seven Practices for Recruiting Students for Master's Programs in Health as Rated Respondents Across Carnegie Institution Types, Private and Public, That Indicated They Were Recruiting Students for Health-Related Programs—Ordered by Percent Rated "Very Effective" and Excluding Practices That Had Less Than 15 Respondents/Users**

Practices for Recruiting Students for Health Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Graduate program Web pages to attract inquiries	47.1%	41.2%	11.8%	17	100.0%
Follow up by e-mail with students whose applications are incomplete	46.7%	46.7%	6.7%	15	88.2%
Open house and campus visit days to generate inquiries	26.7%	53.3%	20.0%	15	88.2%
Open house and campus visit days to encourage inquiries to apply	25.0%	50.0%	25.0%	16	94.1%
Outreach to our own institution's undergraduate population	23.5%	52.9%	23.5%	17	100.0%
Participate in regional or state Graduate Fairs	20.0%	46.7%	33.3%	15	88.2%
Use social media to generate inquiries (e.g., Twitter, Facebook, blogs)	6.7%	26.7%	66.7%	15	88.2%

TM

Note: Only seven of the practices rated by respondents from Health programs were used by these respondents a statistically significant number of times. Hence, these seven are the practices shown above.

**EDUCATION PROGRAMS: Practices for Recruiting Students for Master’s Programs in Education as Rated by Respondents Across Carnegie Institution Types, Private and Public, That Indicated They Were Recruiting Students for Education Programs—Ordered by Percent Rated “Very Effective”**

**Caution: All of the findings on this table have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them. Further research with a larger pool of survey respondents will be necessary to establish valid benchmarks for education programs.**

Practices for Recruiting Students for Education Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Tuition discounts to students who received a bachelor’s degree from our institution	83.3%	0.0%	16.7%	6	42.9%
Follow up by phone with students whose applications are incomplete	71.4%	21.4%	7.1%	14	100.0%
Send program-specific brochures to inquiries	69.2%	7.7%	23.1%	13	92.9%
Phone calls to admitted students from faculty members in students’ programs of interest	69.2%	30.8%	0.0%	13	92.9%
Campus visits for admitted students	66.7%	16.7%	16.7%	12	85.7%
Scholarships/Fellowships awarded without a work obligation	66.7%	22.2%	11.1%	9	64.3%
E-mail or written communications intended to yield admitted students (not procedural communications)	58.3%	41.7%	0.0%	12	85.7%
Assistantships awarded with a work obligation attached	58.3%	33.3%	8.3%	12	85.7%
Open house and campus visit days to encourage inquiries to apply	57.1%	28.6%	14.3%	14	100.0%
Phone calls to inquiries by recruiters	57.1%	28.6%	14.3%	14	100.0%

TM

## Practices for Recruiting Adult Learners by Institution Type

### Effectiveness of Practices for Recruiting Adult Learners as Rated by Respondents From Private, Doctorate-Granting Institutions—By Percent Rated “Very Effective”

Private,  
doctorate-  
granting  
institutions

Practices for Recruiting Adult Learners for Master’s Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Partnership agreements with businesses or agencies to provide education to employees	39.1%	39.1%	21.7%	23	51.1%
Tuition discounts to students from particular employers	29.4%	47.1%	23.5%	17	37.8%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners	29.4%	5.9%	64.7%	17	37.8%
Direct mail to homes in a specific geographic region to recruit adult learners	12.5%	37.5%	50.0%	16	35.6%
Visits by admissions representatives to employers (e.g. business, health, education, and industry sites or human resources offices)	10.7%	50.0%	39.3%	28	62.2%
Recruit at military or veteran sites	6.7%	60.0%	33.3%	15	33.3%
Local advertising targeted to adult students	3.7%	55.6%	40.7%	27	60.0%

TM

### Effectiveness of Practices for Recruiting Adult Learners as Rated by Respondents From Public, Doctorate-Granting Institutions—By Percent Rated “Very Effective”

**Caution:** These benchmarks have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.

Public,  
doctorate-  
granting  
institutions

Practices for Recruiting Adult Learners for Master’s Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Partnership agreements with businesses or agencies to provide education to employees	33.3%	46.7%	20.0%	15	48.4%
Local advertising targeted to adult students	9.1%	63.6%	27.3%	11	35.5%
Recruit at military or veteran sites	7.7%	53.8%	38.5%	13	41.9%
Visits by admissions representatives to employers (e.g. business, health, education, and industry sites or human resources offices)	5.6%	77.8%	16.7%	18	58.1%
Direct mail to homes in a specific geographic region to recruit adult learners	0.0%	62.5%	37.5%	8	25.8%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners.	0.0%	62.5%	37.5%	8	25.8%
Tuition discounts to students from particular employers	0.0%	60.0%	40.0%	5	16.1%

TM

**Effectiveness of Practices for Recruiting Adult Learners as Rated by Respondents From Private Master's Institutions, Baccalaureate Colleges, and Special Focus Institutions—By Percent Rated "Very Effective"**

Private master's/bacc./special focus institutions

Practices for Recruiting Adult Learners for Master's Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Tuition discounts to students from particular employers	43.4%	41.5%	15.1%	53	41.1%
Partnership agreements with businesses or agencies to provide education to employees	36.4%	42.9%	20.8%	77	59.2%
Visits by admissions representatives to employers (e.g. business, health, education, and industry sites or human resources offices)	26.6%	52.1%	21.3%	94	72.3%
Local advertising targeted to adult students	21.6%	48.0%	30.4%	102	78.5%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners	17.7%	41.9%	40.3%	62	47.7%
Direct mail to homes in a specific geographic region to recruit adult learners	13.5%	44.6%	41.9%	74	56.9%
Recruit at military or veteran sites	13.4%	55.2%	31.3%	67	51.5%

TM

**Effectiveness of Practices for Recruiting Adult Learners as Rated by Respondents From Public Master's Institutions, Baccalaureate Colleges, and Special Focus Institutions—By Percent Rated "Very Effective"**

Public master's/bacc./special focus institutions

Practices for Recruiting Adult Learners for Master's Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Partnership agreements with businesses or agencies to provide education to employees	35.3%	35.3%	29.4%	17	43.6%
Visits by admissions representatives to employers (e.g. business, health, education, and industry sites or human resources offices)	20.8%	37.5%	41.7%	24	61.5%
Local advertising targeted to adult students	20.8%	20.8%	58.3%	24	61.5%
Recruit at military or veteran sites	12.5%	37.5%	50.0%	16	41.0%
<b>Caution: The findings below this point have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.</b>					
Tuition discounts to students from particular employers	33.3%	44.4%	22.2%	9	23.1%
Direct mail to homes in a specific geographic region to recruit adult learners	30.0%	30.0%	40.0%	10	25.6%
Mail/E-mail to names purchased from list vendors by industry to recruit adult learners.	20.0%	20.0%	60.0%	10	25.6%

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## Practices for Recruiting International Students by Institution Type

Effectiveness of 10 Practices for Recruiting International Students as Rated by Respondents From Private, Doctorate-Granting Institutions—By Percent Rated “Very Effective”

Private,  
doctorate-  
granting  
institutions

Practices for Recruiting International Students for Master’s Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Build relationships with influencers in embassies, governments, or other international services	42.1%	26.3%	31.6%	19	43.2%
Web pages designed to enhance international student interest	29.2%	37.5%	33.3%	24	54.5%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	27.3%	31.8%	40.9%	22	50.0%
Send recruiter to travel internationally on tour or individually	23.8%	47.6%	28.6%	21	47.7%
Internet advertising and listings in international markets	11.1%	33.3%	55.6%	18	40.9%
Use current students who are visiting their home countries to generate leads	5.0%	35.0%	60.0%	20	45.5%
<b>Caution: The findings below this point have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.</b>					
Assign recruiters overseas to represent the institution on a commission basis	33.3%	16.7%	50.0%	6	13.6%
Send materials to embassies, governments, or other international services	21.4%	42.9%	35.7%	14	31.8%
Use current students/graduate assistants to call and e-mail international inquiries	18.2%	18.2%	63.6%	11	25.0%
Assign recruiters to represent the institution without compensation	14.3%	14.3%	71.4%	7	15.9%

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**Effectiveness of 10 Practices for Recruiting International Students as Rated by Respondents From Public, Doctorate-Granting Institutions—By Percent Rated “Very Effective”**

**Public,  
doctorate-  
granting  
institutions**

Practices for Recruiting International Students for Master’s Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Web pages designed to enhance international student interest	35.3%	41.2%	23.5%	17	51.5%
Send recruiter to travel internationally on tour or individually	18.8%	43.8%	37.5%	16	48.5%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	10.5%	63.2%	26.3%	19	57.6%
Build relationships with influencers in embassies, governments, or other international services	6.7%	66.7%	26.7%	15	45.5%
<b>Caution: The findings below this point have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.</b>					
Internet advertising and listings in international markets	14.3%	64.3%	21.4%	14	43.8%
Use current students who are visiting their home countries to generate leads	10.0%	60.0%	30.0%	10	30.3%
Send materials to embassies, governments, or other international services	9.1%	45.5%	45.5%	11	34.4%
Use current students/graduate assistants to call and e-mail international inquiries	0.0%	83.3%	16.7%	6	18.8%
Assign recruiters overseas to represent the institution on a commission basis	0.0%	40.0%	60.0%	5	15.6%
Assign recruiters to represent the institution without compensation	0.0%	0.0%	100.0%	5	15.6%

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**Effectiveness of 10 Practices for Recruiting International Students as Rated by Respondents From Private Master's Institutions, Baccalaureate Colleges, and Special Focus Institutions—  
By Percent Rated "Very Effective"**

**Private  
master's/bacc./  
special focus  
institutions**

<b>Practices for Recruiting International Students for Master's Programs</b>	<b>Very Effective</b>	<b>Somewhat Effective</b>	<b>Minimally Effective</b>	<b>Institutions Using Method</b>	<b>Percent of Institutions Using Method</b>
Assign recruiters overseas to represent the institution on a commission basis	33.3%	42.9%	23.8%	21	16.8%
Build relationships with influencers in embassies, governments, or other international services	30.4%	30.4%	39.1%	46	36.8%
Send recruiter to travel internationally on tour or individually	28.9%	35.6%	35.6%	45	35.7%
Use current students/graduate assistants to call and e-mail international inquiries	20.0%	20.0%	60.0%	25	19.8%
Web pages designed to enhance international student interest	19.3%	42.1%	38.6%	57	45.2%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	18.0%	32.0%	50.0%	50	39.7%
Internet advertising and listings in international markets	17.8%	28.9%	53.3%	45	35.7%
Send materials to embassies, governments, or other international services	17.2%	41.4%	41.4%	29	23.4%
Use current students who are visiting their home countries to generate leads	12.5%	34.4%	53.1%	32	25.8%
Assign recruiters to represent the institution without compensation	6.3%	25.0%	68.8%	16	12.8%

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**Effectiveness of 10 Practices for Recruiting International Students as Ranked by Respondents From Public Master’s Institutions, Baccalaureate Colleges, and Special Focus Institutions—  
By Percent Rated “Very Effective”**

**Public  
master’s/bacc./  
special focus  
institutions**

Practices for Recruiting International Students for Master’s Programs	Very Effective	Somewhat Effective	Minimally Effective	Institutions Using Method	Percent of Institutions Using Method
Web pages designed to enhance international student interest	38.1%	23.8%	38.1%	21	56.8%
Internet advertising and listings in international markets	12.5%	25.0%	62.5%	16	43.2%
Use current students who are visiting their home countries to generate leads	11.8%	41.2%	47.1%	17	44.7%
Use faculty and staff traveling internationally for other reasons to assist with recruitment	4.2%	33.3%	62.5%	24	63.2%
<b>Caution: The findings below this point have limited statistical validity due to low numbers of survey responses. However, we believe these findings are useful to our readers and, ultimately, leave that judgment to them.</b>					
Send recruiter to travel internationally on tour or individually	25.0%	25.0%	50.0%	12	31.6%
Use current students/graduate assistants to call and e-mail international inquiries	14.3%	85.7%	0.0%	7	18.4%
Assign recruiters overseas to represent the institution on a commission basis	14.3%	71.4%	14.3%	7	18.4%
Assign recruiters to represent the institution without compensation	14.3%	14.3%	71.4%	7	18.4%
Send materials to embassies, governments, or other international services	12.5%	25.0%	62.5%	8	22.9%
Build relationships with influencers in embassies, governments, or other international services	7.1%	35.7%	57.1%	14	36.8%

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