DEVELOPING A COMPREHENSIVE INTERNATIONAL STRATEGIC ENROLLMENT MANAGEMENT PLAN

PRESENTERS

Susan P. Kassab, Director University Admission Services – ELS Educational Services

Dean Wright, Director University Partner Relations and Development – ELS Educational Services

Carolyn North, Ph.D., Assistant Vice Chancellor - International Affairs - University of Colorado Denver

Ronald Cushing – Director, University of Cincinnati International Services

SESSION TOPICS

- Integrated International Strategic Enrollment Management

- Integrating Sponsored Students into your Enrollment Plan

- Establishing Recruitment Partnerships and Best Practices in Working with Education Partners

Integrated International Strategic Enrollment Management

PROCESS:

- Develop strategic initiatives that support the international goals of the university and the university's annual priorities
- Establish goals for developing a cohesive International Strategic Enrollment Management Plan
- Create and Implement International Recruitment Initiatives

ANNUAL PRIORITIES

– Annual Priorities – Must be in alignment

- Revenue Goals, Decreasing Expenditures, Enrollment Goals based on various factors

EXAMPLES

- Continue and expand, as resources permit, successful international outreach efforts in China, Turkey, Vietnam and Korea with an emphasis on graduate degree candidates
- Develop "university brand" in specific overseas markets with existing staff and resources

STRATEGIC INITIATIVES

Strategic Initiatives must support the annual goals of the university:

– Examples of potential Strategic Initiatives

- Strengthen pathways for conditional and regular admission programs, undergraduate enrollment, and establish competitive master level graduate programs that capitalize on the academic strengths of the university

- Develop an international classroom experience that incorporates an international curriculum and teaching opportunities

- Develop marketing strategies with the assistance of US Government resources, overseas university partners and other for profit entities that specifically promote US higher education.

GOALS

- Establish goals for developing a cohesive International Strategic Enrollment Management Plan

GOALS

– Determine how international students relate to the institution's mission
  - Academic quality and diversity in the classroom
  - International diversity on campus
  - International recognition/profile for university
  - New revenue streams

– Determine specific International student enrollment goals in conjunction with domestic student enrollment mandates
  - Establish enrollment goals by:
    – Market (Specific Countries)
    – Degree Level
    – Degree Program

– Determine revenue goals (ROI)
  - Factors to Consider:
    – Cost of acquisition
      » Discount percentage (Scholarships or Institutional Grants)
      » Marketing Costs
      » Recruitment Costs
      » Additional student services costs/programs
    – Yield on prospects to enrolled student

COMPONENTS OF THE PLAN

- Important components of the plan – Creating and Implementing International Recruitment Initiatives

INITIATIVES AND MEASURING YOUR SUCCESS

- Suggested Initiatives
  - Develop ties with international universities based on enrolling students to specific programs
  - Establish recruitment programs that allow students to visit your university as an accepted student (EX Discover SJU)
  - Develop recruitment opportunities with peers and other education groups

- Measuring Success
  - Desired enrollment goals met
  - Persistence and graduation rates met
  - New international initiatives developed and implemented that align with university goals
  - Revenue goals met

INTEGRATING SPONSORED STUDENTS INTO YOUR PLAN

- Key Countries

- Niche Programs

- Collaborating with Intensive English Programs

- Conditional Admission for undergraduate and graduate students

- Factors for Success

Key Countries for Sponsorship Programs

- Saudi Arabia
- Turkey
- Libya
- Kuwait
- United Arab Emirates
- Iraq (new Iraq Education Initiative)
- Kazakhstan – Bolashak

Niche programs – types

- Overseas universities
- NGOs
- Religious organizations

Collaboration with intensive English program

- Many students are not "English-ready"
- Scholarship bodies may require a pathway to be arranged ahead of time ("conditional admission")
- IEPs can be referral sources of sponsored students
- Admissions processes must factor in time for English training

Conditional admissions – Undergraduate

- Candidates can be considered as academically admissible but lacking in proof of English ability.

- This is an important approach for Middle East and East Asia

- Rolling admissions works best in this approach

Conditional admissions – Graduate Level

- Candidates can be considered as academically admissible but lacking in proof of English ability.
- Also important for Middle East and East Asia
- Rolling admissions works best in this approach
- Challenges: decentralized admissions decisions, lack of test scores
- Two conditions placed on admissibility: proof of English proficiency and acceptable GRE/GMAT score

Factors for success in attracting sponsored students

- Being an "approved" school by sponsoring body – check with each for process

- Appropriate majors for sponsor (Most common are technical or Business-related)

- Geographic setting – Cost of living is often a factor; certain countries tend toward warm climates (UAE, Kuwait)

- Efficient and clear admissions process

- Access to an intensive English program

- Relationships with sponsoring organizations and governmental bodies

Establishing Recruitment Partnerships and Best Practices in Working with Education Partners

- Carolyn North Presentation

Developing a Successful International Strategic Enrollment Plan:
A Case Study from the University of Cincinnati

Presented By

Ron Cushing, Director

UC International Services

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The Cincinnati Plan

1. Work with well-established commission-based agents in worldwide markets (U.S., U.K., Australia, Canada)
2. Use best practices and standards for working with agents (Established by the American International Recruitment Council)
3. Establish a dedicated International admissions office to coordinate agency relationships and streamline admissions
4. Collaborate with our local competitors- embrace co-opetition- the result will be economies of scale in an expanding market with accelerated benefits for all.

The Cincinnati Plan cont'd

5. Invest in the infrastructure necessary to succeed (staffing, marketing, recruitment, scholarships etc.)

6. Implement an Intensive English program

7. Benchmark the International Student Experience

8. Forge Key Relationships and Partnerships (2+2's; state Leadership)

9. Establish Market based programs-- coursework based masters programs – visiting student tracks at the undergraduate level

Agency-Based International Recruiting

UC was the first major research university in the U.S. to openly adopt an agency-based international student recruitment strategy, and it did so while simultaneously leading a national movement for industry standards.

The American International Recruitment Council

In July 2008, the American International Recruitment Council (AIRC) was formed by Mitch Leventhal (University of Cincinnati), Joseph Rota (Ohio University) and George Burke (Cleveland State) to develop *Standards* for international student recruitment and a Certification process for international student recruiting agencies. As of January 14, 2010, eighty-four (84) institutions are members.

Changes Supporting our International Recruitment Strategy

- Careful Selection and vetting protocols for new agents

- New International Admissions Unit Created

- Global Scholarship for Freshman and Transfers ($2,000 - $12,000)

- Established "English Proficiency Requirement" replacing "TOEFL Requirement"

- Development of Proxies for SAT / ACT

Changes, con't…

- Modified application fee incentivizing students to work with approved agents ($60 surcharge for non-agent apps)

- Developed International Student Prospectus/ Modified website

- Developed Standard Agent Contracts based on the Australian model

- Developed a comprehensive Agent Manual

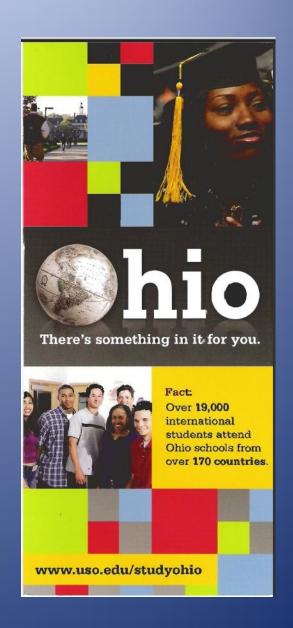- Developed business practice for commission payments

Changes Cont'd...

- Hired two Country Coordinators- one in India and one in China
- Conduct regular site visits for training and recruiting at agent offices and host country coordinators for on-campus training
- Goal of holding an annual on-campus training for all representatives
- Engaging the entire university in the recruitment strategy- taking advantage of opportunities from student and faculty travel
- Signed a contract with ELS Language centers to provide Intensive English and allow for conditional admission

International Student Barometer

isb™

Your finger on the pulse of international student opinion

- UC is committed to benchmarking the experiences of our international students using the International Student Barometer (ISB).

- UC was the first school in the U.S. to use this tool (2005)

- UC spearheaded the statewide use of the ISB in Ohio.

- We are working with our colleagues in the state to market Ohio as a destination for International Students.
- Often travel together, use the same agents, etc.

How Are We Doing?

- In fall 2007, undergraduate international enrollment was 251. For fall 2009, enrollment was 491. Chinese undergraduate enrollment has increased from 16 to 77.

- 50 international students enrolled our new Master of Engineering (Meng) Program. Strictly coursework-No Thesis.

- 36 signed agencies in 26 countries

- 2+2 articulations programs established with Shanghai Jiao Tong University and Sun Yat Sen University (15 students per year currently)

- The Cincinnati ELS Center opened in fall 2008 with less than 20 students. There are now more than 150 students enrolled, 40% on track to matriculate at UC.

Changes Made As a Result of ISB Survey Results

- Expanded shuttle service to off-campus locations

- 24 hour study/ computer center in our main Library

- Established a meditation/ prayer room

What's coming in the future?

- Investing in new markets to create new revenue streams including (Visiting Student programs)

- Hire a Senior Admissions Officer for international graduate applicants.

- Hire a Senior Admissions Officer for International Partnerships.

- Expand Recruiting Staff.