International Student Enrollment Management: An Introduction

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The Agenda

• Making the case for international EM
• The enrollment portfolio
• Recruitment planning
• Where in the world do we put international admissions?
• The exports: Study Abroad
• International student advising and programming
• Alumni
MAKING THE CASE FOR INTERNATIONAL ENROLLMENT MANAGEMENT
“Enrollment management is an organizational concept and systematic set of activities designed to enable educational institutions to exert more influence over their student enrollments. Organized by strategic planning and supported by institutional research, enrollment management activities concern student college choice, transition to college, student attrition and retention, and student outcomes.” (Hossler, Bean and Associates, 1990)

“. . . enrollment management is a process that brings together often disparate functions having to do with recruiting, funding, tracking, retaining, and replacing students as they move toward, within and away from the university.” (Maguire, 1976)
ENROLLMENT MANAGEMENT OFTEN INVOLVES . . .

- Return-on-investment (ROI)
- Cost-Benefit Analysis
- Data driven decisions
- Process and communication (not simply organization)
- Leveraging
- Persistence & graduation
- Budgeting
- Technology
Always remember . . .

International Student = Student
THE “RETURN ON INVESTMENT” MODEL
## An Example of ROI Analysis

<table>
<thead>
<tr>
<th>Student Type</th>
<th>Cost to Recruit One Student</th>
<th>Revenue from Tuition over 4 years</th>
<th>ROI for One Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State Student</td>
<td>$200</td>
<td>$24,000 ($6,000 per year)</td>
<td>$120 for each dollar spent</td>
</tr>
<tr>
<td>Out-of-State Student</td>
<td>$500</td>
<td>$60,000 ($15,000 per year)</td>
<td>$120 for each dollar spent</td>
</tr>
<tr>
<td>International Student</td>
<td>$1,000</td>
<td>$60,000 ($15,000 per year)</td>
<td>$60 for each dollar spent</td>
</tr>
</tbody>
</table>
Careful about Equating Int’l Students as Revenue Source

- Vulnerable to Cost-Benefit Analysis
- “It’s cheaper to recruit Californian than Japanese students . . .”
- Arguments bring up the income that international students bring to an institution often ignore the possible increased costs of recruiting international students and student resources they use (e.g., tutorial services, writing centers, etc.).

These are not reasons to deter you from considering and promoting the revenue from international student tuition, but you must be ready for these counter-arguments—especially in resource-scarce environments.
### Calculating Tuition Revenue

<table>
<thead>
<tr>
<th>Usual Perceived Revenue</th>
<th>Actual Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>( N \times (T) = R )</td>
<td>( N \times (T - RC - EC - OC - SC) = R )</td>
</tr>
</tbody>
</table>

Where
- \( N \) is the number of students enrolling
- \( T \) is the tuition generated for each student
- \( RC \) is the increase in per capita recruitment costs
- \( EC \) is the increase in per capita evaluation costs
- \( OC \) is the increase in per capita student services costs to which international students tend to oversubscribe (e.g., writing and tutorial services)
- \( SC \) is the increased scholarship costs necessary to leverage international students
- \( R \) is the net revenue generated by an international student
SO . . . DEPENDING UPON THE NUMBERS, THE TUITION GENERATION ARGUMENT MAY NOT BE EFFECTIVE.
New Definitions

• The international student is high ability.
• The international student is diversity.
• The international student as a new market.
• The international student as domestic.
• The international student is a teacher and researcher.
• The international student as a part of the curriculum.
• The international student is a future alumnus/a.
Get International “To the Table”

International

Enrollment Services

Administration

Research

Student Services

Dean of Faculties

Academic Departments

Budget & Planning
THE ENROLLMENT PORTFOLIO
As with investment portfolios . . .

Diversification is key . . .

. . . over-diversification is ineffective.
Tips on Identifying Markets

• Identify 5-8 key country markets
  • Not necessarily in same geographic area
  • Link to your current data
  • May narrow down to region or even city

• English language programs
• Community colleges
• U.S. high schools
• International embassies in Washington, D.C.
• Sponsored students
Recruit from the Chair

• Communication streams
  • Incorporate students and faculty (and parents!)
• Advertising (print and advertising)
• Collaboration with advising offices
• Leverage traveling faculty
• Press releases
• Consortia
  • Regional/conferences
  • Programatic/specialties
  • 2+2
• Agents
• Scholarships
  • Not necessarily large—”My son is going to University on scholarship.”
  • Opportunity for advertising—create “buzz”

And, above all, attend to your website! Make it international friendly and appealing!
WHERE IN THE WORLD DO WE PUT INTERNATIONAL ADMISSIONS?
Elements of International Admissions & Recruitment

- Undergraduate application processing
- Graduate application processing
- International credentials evaluation
  - Key decision: To outsource or not
- English language proficiency
- Visa document issuance
- International transfer credit
- International orientation

Not all these elements have to reside in the same office.
Good Processing = Good Recruitment

“Why solicit more applications that you will treat badly?”
Option 1: International Admissions as Part of Admissions (Gross Generalizations)

**Easier to**
- Leverage back-end operations (fulfillment, publication development)
- Integrate into recruitment planning
- Remain in sync with admission policies and procedures
- Integrate into recruitment budgeting
- Part of the “recruitment mindset”

**More difficult to**
- Remain sensitive to international issues
- Retain priority within admissions operation (“those weird international folks upstairs!”)
- Be aware of international regulations
- Lack of connection to “bigger international picture” on campus (thinking of students as paper vs. people)
Option 2: International Admissions as Part of International Services

### Easier to
- Be viewed as “of value” in office because many international services don’t exist without international students
- Leverage visa documentation issuance
- Remain connected with international culture.
- Build relationships with current students and alumni for recruitment

### More difficult to
- Think strategically . . . (“can’t see the forest for the trees”)
- Focus on application process
- Remain connected with larger trends in recruitment
- Leverage cost-savings with admissions office
- Get to the “enrollment management table”
Which model is best?

It depends . . .

. . . upon communication & collaboration

Organization matters, but communication and collaboration matters more.
THE EXPORTS:
STUDY ABROAD
Internationalizing the U.S Student

- International opportunities matter to domestic students . . . Especially in global environment
- Funding international exchanges
- Planning for students and their “semester out”
- Keeping study abroad opportunities and degree plans “in sync”
- Scholarships to promote study abroad
- Planning for “short term” international students

Research
International
Service Learning
Experiential Learning
INTERNATIONAL STUDENT ADVISING & PROGRAMMING
Advising & Programming Needs

- Federal regulation compliance—essential for international enrollment
- Coordinating international student groups
- Tax workshops
- Work authorizations
- Practical training
- Integration with the rest of student body
- Enhancing cultural awareness of faculty and staff
- International student orientation
- International student advising
ALUMNI
“... OUR ALUMNI ARE EVERYWHERE; IN FACT, THE SUN NEVER SETS ON THE WORLD OF INDIANA UNIVERSITY ALUMNI.”

—HERMAN B WELLS, FORMER PRESIDENT OF IU SYSTEM
International as a Future Alumnus/a

- The Enrollment Cycle does not end with graduation but with active alumni!
- International alumni/ae are not just sources of donations (in fact, given exchange rates and average incomes, most international students living and working abroad will not have significant money to donate to a U.S. institution).
- International alumni can be strong parts of an international recruitment strategy.
- Help institutions build international contacts, partnerships, and exchanges (including developing grants).
- Don’t forget your U.S. alumni who are living abroad.
Questions?

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