

Engaging Your Campus Community in International Recruiting

Maximizing the Impact of International Yield Activities



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Academic Affairs Forum
Enrollment Management Forum

Managing Your Audio



Use Telephone

The screenshot shows a window titled 'Audio' with a minus sign icon in the top left. Under 'Audio Mode:', the 'Use Telephone' radio button is selected (indicated by a green dot), and the 'Use Mic & Speakers' radio button is unselected. Below this, the text 'Dial: +1 800 555 1212' is displayed, followed by 'Access Code: 141-607-114' and '(and additional numbers ..)' in parentheses. At the bottom, it says 'You are connected to audio'.

If you select the “use telephone” option, please dial in with the phone number and access code provided.

Use Microphone and Speakers

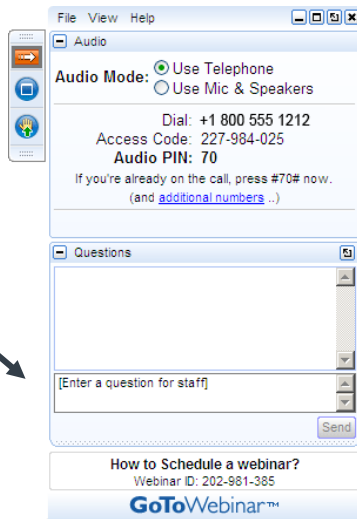
The screenshot shows a window titled 'Audio' with a minus sign icon in the top left. Under 'Audio Mode:', the 'Use Mic & Speakers' radio button is selected (indicated by a green dot), and the 'Use Telephone' radio button is unselected. Below this, there is a status bar with a microphone icon and the word 'MUTED' in red on the left, and a speaker icon followed by ten zeros on the right. At the bottom, there is a blue link labeled 'Audio Setup'.

If you select the “mic & speakers” option, please be sure that your speakers/headphones are connected.

Questions:

To ask the presenter a question, please type into the question panel and press send.

Questions panel



File View Help

Audio

Audio Mode: ☒ Use Telephone ☐ Use Mic & Speakers

Dial: +1 800 555 1212
Access Code: 227-984-025
Audio PIN: 70

If you're already on the call, press #70# now.
(and [additional numbers ...](#))

Questions

[Enter a question for staff]

Send

How to Schedule a webinar?
Webinar ID: 202-981-385

GoToWebinar™



▶ Start with best practices research

- › Research Forums for presidents, provosts, chief business officers, and key academic and administrative leaders
- › At the core of all we do
- › Peer-tested best practices research
- › Answers to the most pressing issues

▶ Then hardwire those insights into your organization using our technology & services

Enrollment Management

Our **Royall & Company** division provides data-driven undergraduate and graduate solutions that target qualified prospective students; build relationships throughout the search, application, and yield process; and optimize financial aid resources.

Student Success

Members, including four- and two-year institutions, use the **Student Success Collaborative** combination of analytics, interaction and workflow technology, and consulting to support, retain, and graduate more students.

Growth and Academic Operations

Our **Academic Performance Solutions** group partners with university academic and business leaders to help make smart resource trade-offs, improve academic efficiency, and grow academic program revenues.

1,100⁺

College and
university members

10,000⁺

Research interviews
per year

475M⁺

Course records in our student
success analytic platform

1.2B⁺

Student interactions
annually

1

Recap of Surveying the Global Enrollment Landscape

2

Outcomes Marketing for International Prospects

3

Maximizing the Recruiting Impact of Institutional Activities

4

Bridging Access Gaps to Expand Your Viable Market

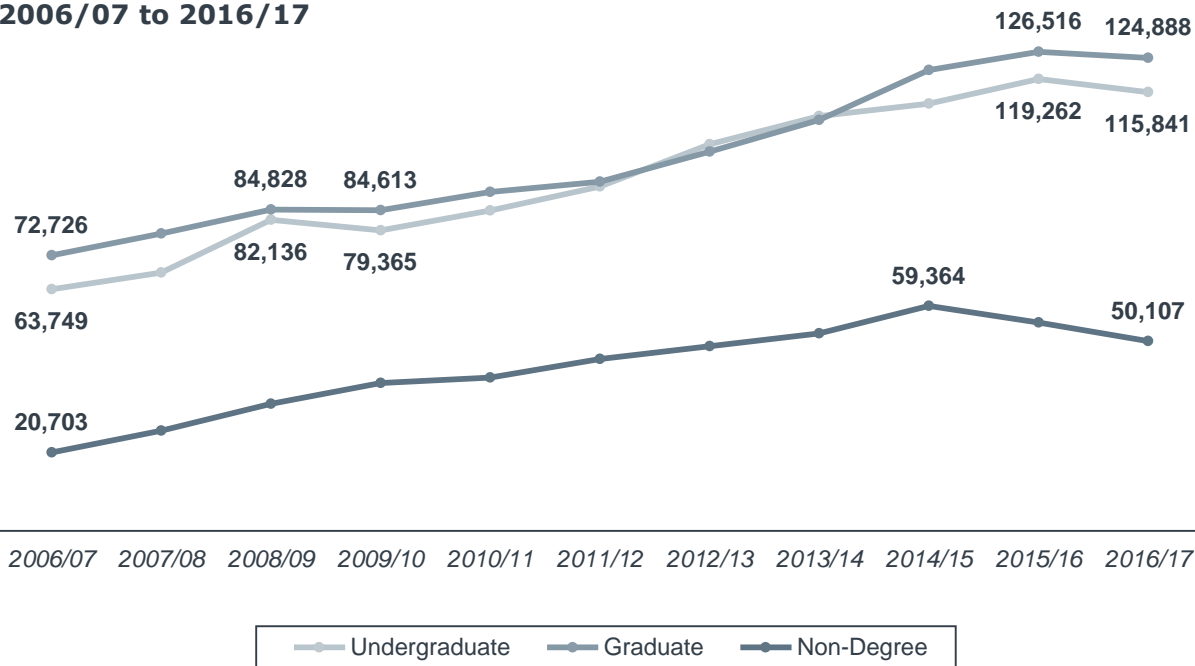
5

Ensuring a High-Quality International Student Experience

Reaching an Inflection Point?

New International Enrollments Declined Across All Levels in 2016/17

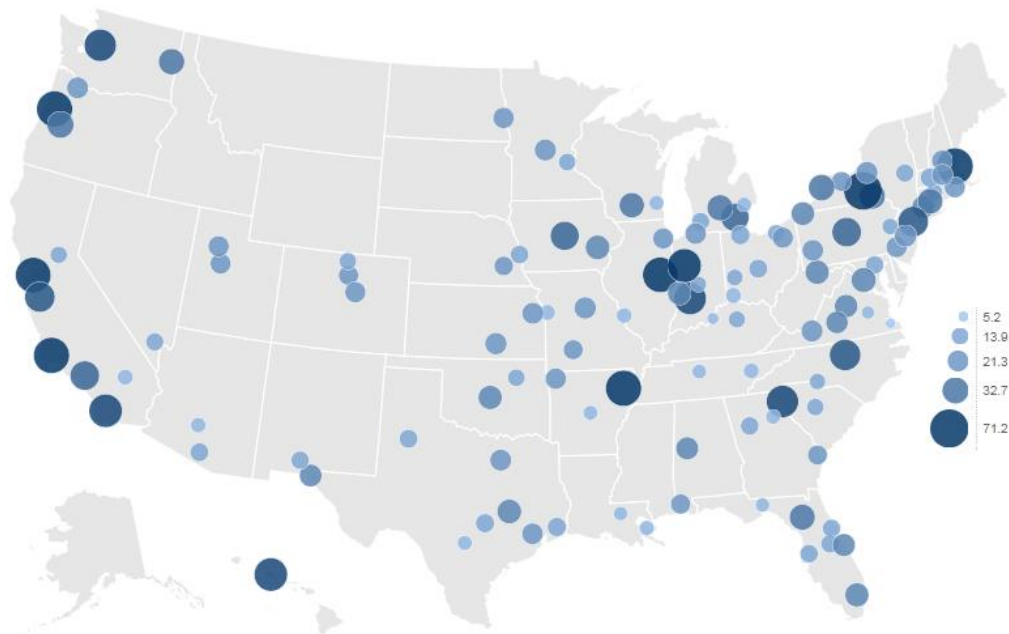
**New International Enrollments by Degree Level,
2006/07 to 2016/17**



International Students Concentrated on the Coasts



International Students per 1,000 Students in 118 U.S. Metro Areas with at Least 1,500 Foreign Students, 2008–2012



International Students and the U.S. Political Climate

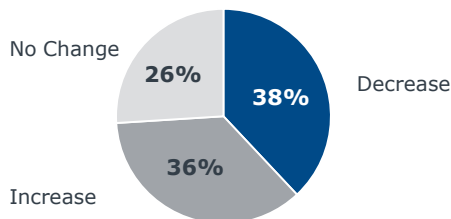


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Mixed Picture in Fall 2017

IIE, AACRO, NACAC, NAFSA, CGS Joint Study

Change to Application Volume, 2016 to 2017



Notable Variations



46%

Graduate school deans reported declines in yield rates of 2%+ more at master's level, compared to 24% domestic



18%

Decrease in offers of admission to international students in TX, with a yield decrease from 44% to 35%



31%

Institutions concerned Middle Eastern students won't arrive (melt)

Next Year's Prospects More Concerned Than This Year's

EAB Royall & Company International Students Survey (n = 28,000 high school students)

Percent of Students Whose Interest in Studying the U.S. has Declined Due to Current Political Climate

31.1%

2017 prospects

42.8%

2018 prospects

Primary Reasons Interest Has Decreased

68.9%

Concerns about U.S. presidential administration

54.6%

Worried about travel restrictions for international students

52.5%

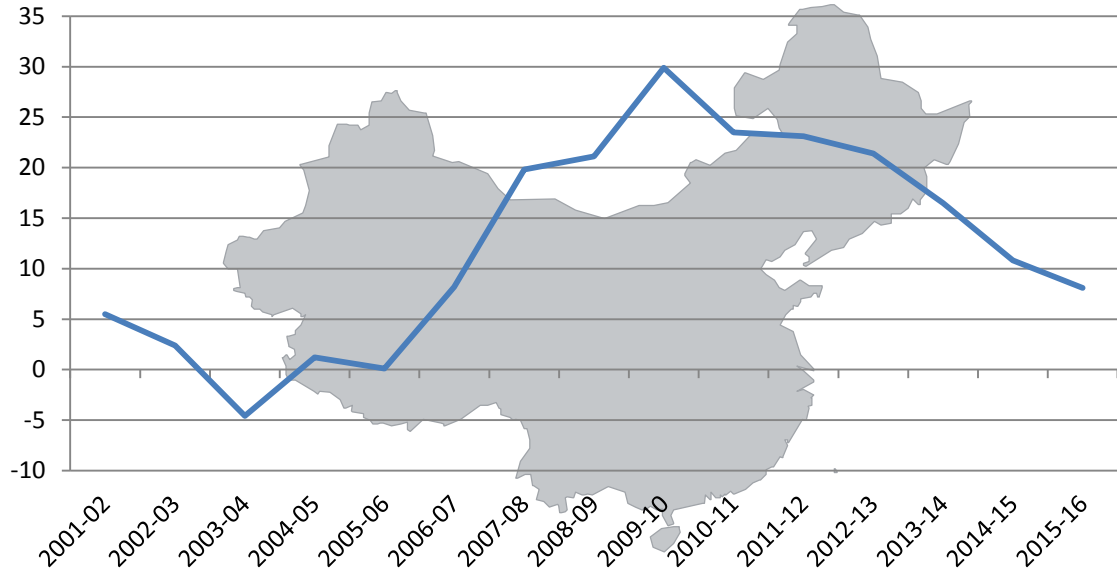
Worried about my personal safety

Source: IIE Center for Academic Mobility Research and Impact, "Shifting Tides? Understanding International Student Yield for Fall 2017 (2017), EAB Royall and Company, "Effect of the Current Political Environment on International Student Enrollment" (2017).

The Long-Road to Unsustainability

Chinese Enrollment Growth in Long-Term Decline

% Change in Chinese Student Enrollment at US Institutions



International Challenges Mirror Domestic

Traditional Age Demographic Decline

Countries Where 18-24 Year Old Population to Fall 15%+ Between 2005 and 2025

Austria

Greece

Korea

Czech Republic

Hungary

Poland

Germany

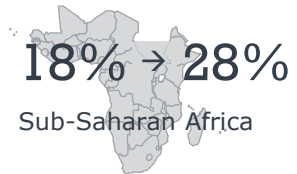
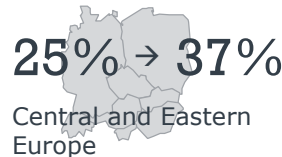
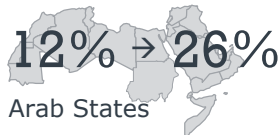
Japan

Slovak Republic

Spain

Change in Portion of Students Staying in Region, 1999 and 2012

Increased Regionalism



Emerging Competitors

2,638

Fully Taught English Degree Programs in Asia

440k

International Students in China in 2016 – **11.4% Increase from Previous Year**

30k

Number of International Students Taiwan Plans to Court by 2019

Lessons Learned from Cautionary Tales



11



Trenwith College¹

Private College in
the Northeast

- ▶ Primarily draws students from a single region of India
- ▶ Enhanced Visa scrutiny in this region resulting from a concentration of for-profit providers delays applications
- ▶ Lower than expected international enrollment requires the campus to spend down strategic reserves earmarked for new classroom technology



Warleggan University¹

Public University in
the Midwest

- ▶ New health services administration program enrolls 30 students from India
- ▶ Weak student support framework results in poor student outcomes
- ▶ Negative word-of-mouth reduces Indian enrollment in the program to zero

\$250K

Approximate tuition
revenue lost

1) Pseudonym.

1

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Ensuring a High-Quality International Student Experience

Where Does Marketing Happen?

A Wide Variety of Channels to Choose From



The Global Scope of Social Networking

Social Media at the Heart of the International Prospect Journey

85%

Of international students report using social media when deciding where to study

82%

Report doing so before making an inquiry

How often do you use the following types of social media?

Frequency of usage by percentage of channel

	Several times a day	Daily	Weekly	Monthly
Facebook	34%	38%	15%	7%
YouTube	27%	34%	25%	9%
Instagram	21%	24%	17%	9%
forums	15%	21%	22%	17%
Twitter	9%	13%	16%	18%
Spotify	8%	7%	6%	7%
LinkedIn	7%	13%	20%	18%
Pinterest	3%	5%	11%	14%
Tumblr	2%	3%	7%	11%
Weibo	2%	2%	2%	3%
Reddit	2%	2%	5%	6%
Qzone	1%	2%	3%	3%
YY	1%	1%	2%	2%
Vine	1%	1%	3%	5%

Feeling the Need, The Need for Speed

Timeliness is the Mark of a High-Quality International Prospect Experience

How often do you use the following

Frequency of usage by channel

	Several times a day	Daily	Weekly	Monthly
WhatsApp	50%	23%	6%	5%
Facebook Messenger	27%	29%	18%	11%
SnapChat	12%	11%	9%	8%
Twitter	9%	12%	13%	16%
Viber	6%	9%	8%	12%
Skype	6%	10%	21%	35%
WeChat	5%	4%	3%	5%
LINE	5%	5%	4%	7%
BBM	3%	4%	2%	4%
Telegram	3%	3%	3%	5%
QQ	2%	2%	2%	2%
Sina Weibo	2%	1%	1%	1%
Baidu Tieba	1%	2%	2%	2%
Kakao Talk	1%	1%	1%	2%
Vkontakte	1%	1%	1%	1%
Tango	1%	1%	2%	4%

40.7%

Expect a confirmation
within 24 hours

64.2%

Expect a full response
within 24 hours

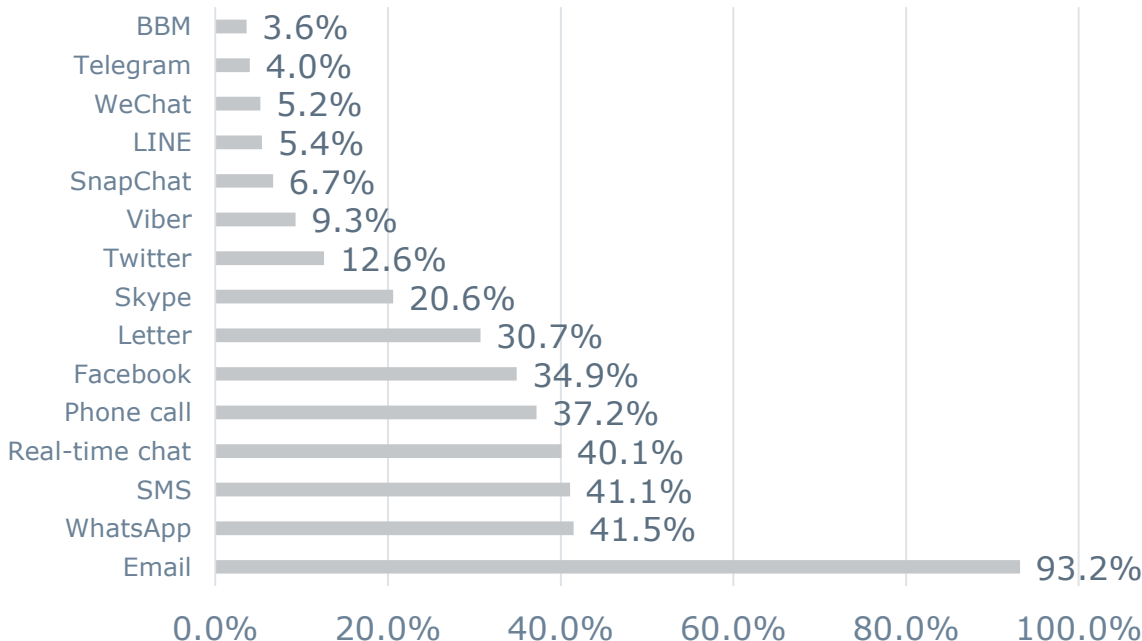
78%

Expect weekly contact
after an application

For Universities Email is still the Gold Standard

Which of these channels would you like to use to communicate with a university you are considering?

Percentage of respondents by channel



The Messages that Matter Most



The Rise of Outcomes Marketing

Case in Point: American University's 'We Know Success'

For AU **Undergraduates** with a degree in **History** in the **College of Arts and Sciences**

Not just basic outcomes...

92%

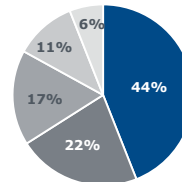
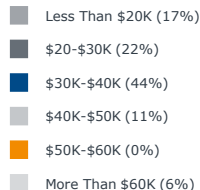
Working,
grad school,
or both



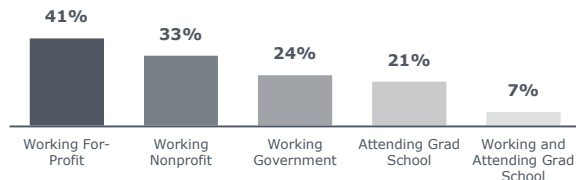
1%
Other

7%
Seeking
Employment

..how much they make...



...but where they went...



Employers

Grad Schools

...and what they did to get there

74% Participated in an internship

53% Took advantage of study abroad

Top Internships For Credit

- National Museum of American History
- US Department of State
- US Holocaust Memorial Museum
- American University
- Bonhams Auction House

► More

Top Study Abroad Locations

- United Kingdom
- Spain
- China
- Chile

► View Map

Easier Said than Done

Barriers to Outcomes Marketing for International Students



“I Can’t Promise Jobs”

Present visa restrictions make traditional outcomes marketing for international students ethically problematic



Data Too Difficult To Capture

First destination surveys may not reach graduates abroad and many use alternatives to LinkedIn for professional branding



Difficult to Align with Desired Outcomes

Many international graduates plan to return home after graduation to build their careers – careers which may not be captured in US outcomes marketing

Engaging International Prospects Through OPT¹



175,695

International students currently enrolled in Optional Practical Training

19.1%

Increase from 2016

Advantages of OPT for International Student Outcomes Marketing

- ✓ Extended under existing student Visa
- ✓ Not a promise of a permanent US job
- ✓ Students must report to their institution to maintain Visa status

OPT Yield Marketing

- Recruiters discuss OPT placements as an extension of the university experience at yield events



20% 

Increase in conversion rate of yield activities at one institution

1) Optional Practical Training

The Art of Storytelling

Simplified Stories Build Credibility

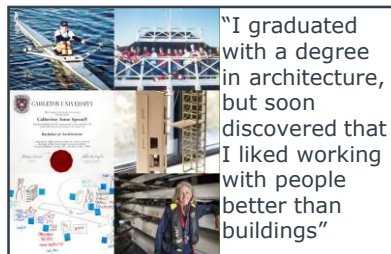
“See Anne’s Story”

Excerpts from a full eight-slide series



THE UNIVERSITY OF BRITISH COLUMBIA

Continuing Studies



“I graduated with a degree in architecture, but soon discovered that I liked working with people better than buildings”



“Our instructors were outstanding and made Agile and Scrum principles accessible”

“I’m now using the skills and knowledge I learned in my Agile and Scrum courses in my consultancy to create organizational change”

▶ See the courses Anne took

▶ Request information about our programs

Key Testimonial Attributes



Text- and photo-based content visually appealing, easily consumable, and relatively low cost



Testimonial subjects reflect the prospective student segments that marketing hopes to attract



Variety of professional and personal photos builds credibility and trust



Prominent placement on homepage and enrollment pages validate prospect decision making



Precise and succinct storytelling describes students’ goals and how UBC helped them achieve those

Sourcing Stories at Scale

Solicitations from Students Provide Authentic Content

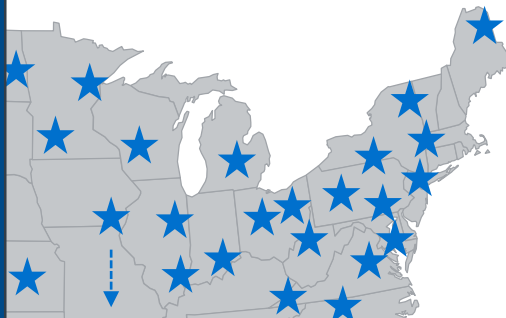
“Already on Campus” Campaign Illustrates Diverse Student Body



Where's Your Campus?

Share photos of “your campus” with us! These can be photos of your family, best pals, furry friends, home, favorite activities, anything that fills your daily life.

Share my campus



Brittney D.



I love my CSU-Global ‘campus’ aka typically late nights and weekends in our apartment. Yes, I complete school work during the Super Bowl!! My research study essentials include: organization, colorful p...[More](#)

Implementation Details

Stories solicited via Facebook posts to current students

Students prompted to provide up to five photos of “their campus” with text description

Plans to create communities and chat groups by geography and academic interest area

Benefits

- ▶ **100 stories** submitted per month
- ▶ Provide authentic insight into **“students like me”**
- ▶ Appeals to both **current** and **prospective** students

When Preparation Meets Opportunity

Three Ways to Add Academic Rigor to Co-curricular Experiences

Before Experience

During Experience

After Experience

Typical practice



No preparation, or basic orientation covering logistics



No continuous reflection, or an activity journal with little guidance or oversight



Brief essay, required largely as a formality

Best practice



Online "mini-MOOC" focused on NACE¹ competencies



Students complete guided inquiries with faculty advisor throughout co-op



Students complete assessment with employers



Pre-internship career workshop series



Students take an online portfolio development course concurrent with co-op



Co-op employers evaluate student self-reflection pieces



Co-op prep course on professional skills



Faculty engage in site visits with community partners



Post-work learning outcomes discussion with co-op employer

Source: Endicott College, "Endicott College Internship Program Site Supervisor Handbook"; Portland State University, "Student Success", <http://www.pdx.edu/student-success/>; Connecticut College, "Funded Internship Program", <https://www.conncoll.edu/career/funded-internship-program/>; Northeastern University, "Cooperative Education and Career Development", <http://www.northeastern.edu/coop/>; Antioch College, "Cooperative Education Program", http://www.antiochcollege.edu/academics/co-op_program/; George Mason University, "Receiving Internship Credit", <http://integrative.gmu.edu/current-students/internships/>; EAB interviews and analysis.

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**Maximizing the Recruiting Impact of
Institutional Activities**

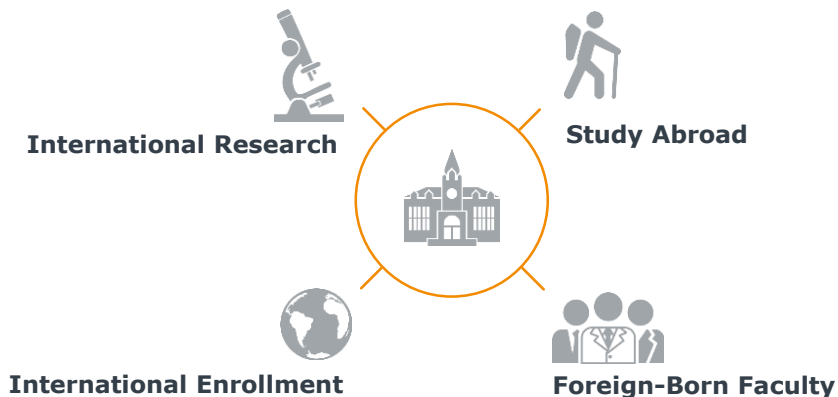
4

Bridging Access Gaps to Expand Your Viable Market

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Ensuring a High-Quality International Student Experience

Colleges and Universities are a Global Nexus



Making the Global Vision Real

Existing EAB Resource on Internationalization

I. Mapping International Activity	II. Promoting Faculty-Led Study broad	III. Supporting International Research	IV. Approving International Partnerships	V. Building Strategic International Partnership
<p>Step #1: Identify International Activities for Tracking</p> <p>Step #2: Create Standard International Data Codes</p> <p>Step #3: Require Faculty to Provide Data</p> <p>Step #4: Simplify Faculty Data Entry</p> <p>Step #5: Surface Emerging International Opportunities</p>	<p>Step #1: Create a Comprehensive Process Map</p> <p>Step #2: Provide Financial Management Support</p> <p>Step #3: Establish an Emergency Management Policy</p> <p>Step #4: Set Minimum Academic Standards . .</p>	<p>Step #1: Designate an Administrative Support Team</p> <p>Step #2: Create a Global Operations Toolkit</p> <p>Step #3: Establish a Global Vendor Network</p>	<p>Step #1: Centralize and Standardize MOU Authorization</p> <p>Step #2: Require Faculty to Demonstrate Viability</p> <p>Step #3: Review Performance Regularly</p>	<p>Step #1: Prioritize Strategic Regions .</p> <p>Step #2: Select the Best Regional Partner</p> <p>Step #3: Channel Faculty Activity to Partners</p> <p>Step #4: Engage the Larger Campus</p>

Leveraging Foreign-Born Faculty

During university breaks, foreign-born faculty members receive airfare and accommodation reimbursements for travel to home countries

Recruitment visits per year rises from 5 to 11

Countries visited:
India, China, Hong Kong, Korea and Nigeria



Average cost of visit is lower than for admission officer

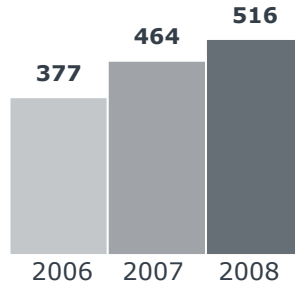


50%-75% of time is spent on recruiting activities



Pitt

International Enrollment on the Rise at Pittsburg State (KS)



Strategic Partnerships as an Internationalization Tool

28

The IUPUI-Moi University Partnership



International Course Components

- Courses, units, examples on Kenya
- Visiting faculty
- Videoconferences
- Anthropology class pilots e-mail dialogue



Collaborative Research

- Collaborative research projects with students and faculty at Moi



Service Opportunities

- Service Projects on campus
- Service projects in Kenya
- New student organization – Impact Kenya



Partner-Focused Public Events

- Two public lecture series
- Campus-wide film series
- Performances
- Imani Workshop items for sale in bookstore



Student/Faculty Exchanges

- Exchange students from Kenya
- Exchange students to Kenya
- Kenyan students present at Friday Culture Hour series



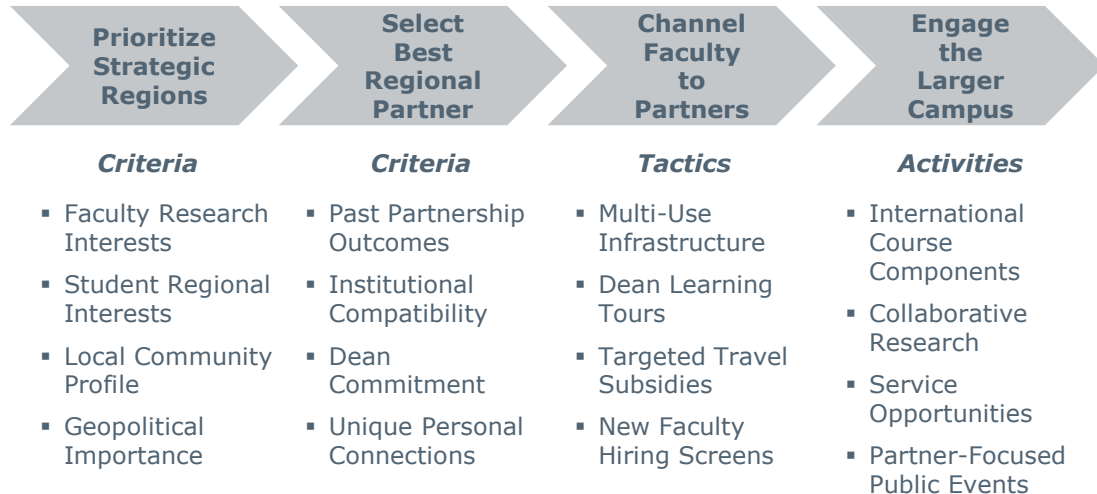
New Institutional Goal

No student will graduate without gaining some understanding of the strategic partners and their countries



Building Strategic Partnerships

Strategic Partnership Selection Process



Maximizing the Impact of Student Activities

Undergraduate Global Engagement is a Win-Win for Institutions

Study Abroad



- Students receive university-branded gear as part of their study abroad orientation
- They are encouraged to distribute it while abroad, or take photos with it for future marketing collateral



- Micro-scholarships are available for study in enrollment-growth markets

Student-Prospect Networking



- Students currently enrolled use Skype stations to virtually staff tables at international recruiting fairs



Skype-facilitated cultural exchanges present a scalable approach to global and experiential learning.

Redesigning Academic Programs

A Framework for Improving Access and Career Outcomes

Student Characteristics

What Factors Are Critical to Expand Access?

- Mobility
- Schedule Flexibility
- Career Stage
- Financial Resources
- Academic Preparation
- Prior Experience/Credit
- English Language Proficiency



Academic Program Features

Accessibility Drivers

- ✓ Modality
- ✓ Schedule
- ✓ Location
- ✓ Duration
- ✓ Pathways
- ✓ Admissions
- ✓ Stackability
- ✓ Pricing
- ✓ Marketing

Core Academics

Academic Discipline
Courses
Curriculum
Pedagogy
Instructors

Outcomes Drivers

- ✓ Academic Reputation
- ✓ Content
- ✓ Skills
- ✓ Experience
- ✓ Reflection
- ✓ Capstone Project
- ✓ Career Coaching



Labor Market

What Factors Influence Student Program Choice?

- Employer Demand
- Career Appeal
- Diversity of Opportunities
- Salary

Career Requirements

What Factors Will Increase Career Success?

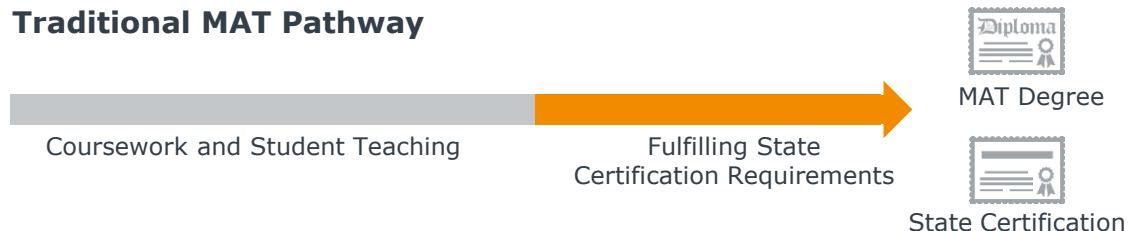
- Recognizable Credential
- Occupation Specific Knowledge
- Foundational Skills
- Technical Skills
- Relevant Experience
- Lifelong Learning



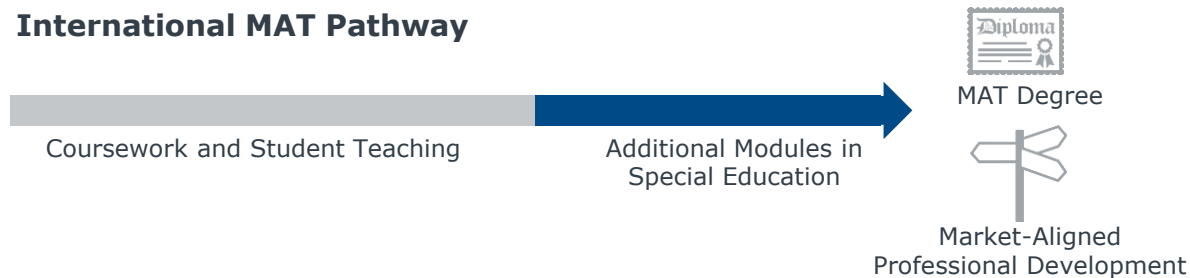
Small Adjustments to Market Alignment

Ensure that Programs Meet International Student Professional Needs

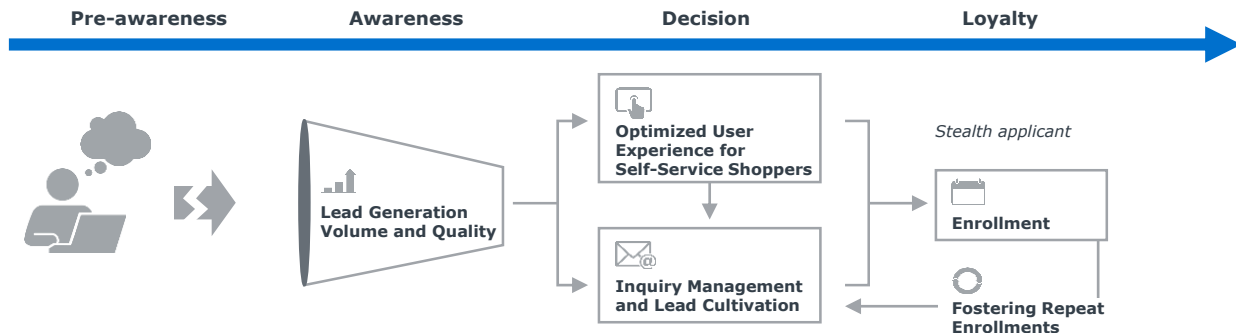
Traditional MAT Pathway



International MAT Pathway



Navigating the International Funnel



International Student Application Barriers



Poorly Localized Content



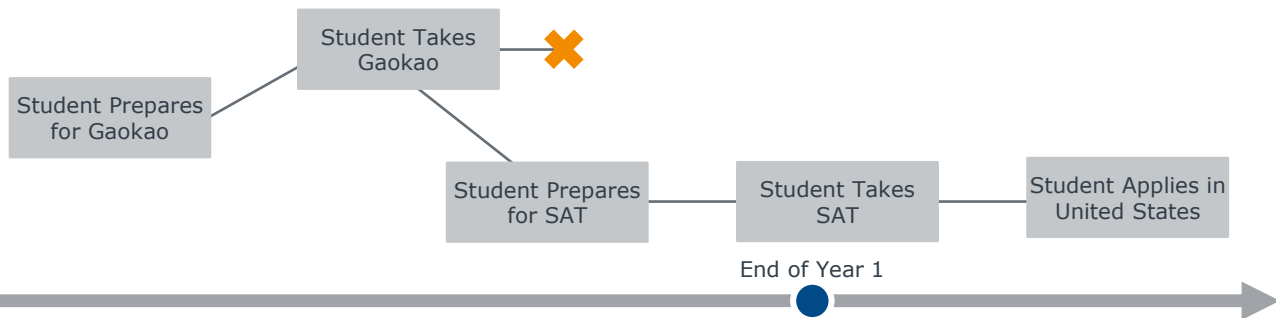
Complex Country-Specific Regulations



Poor Timeline Alignment with Local Applications

How I Learned to Love the Gaokao

USF Accepts the Gaokao in the Place of Traditional Standardized Tests Traditional Chinese Application Pathway



USF Application Pathway



USF Reports Low Numbers, but Exceptional Applicants

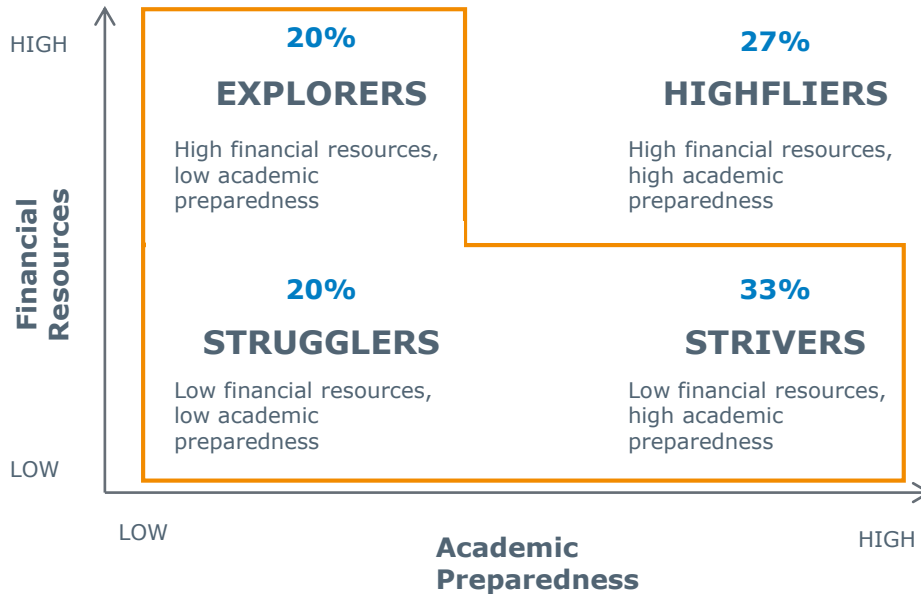
- Students recruited through the Gaokao Pathway are academically stronger and enrolled in a more diverse number of majors than those recruited through a traditional international application process.



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-

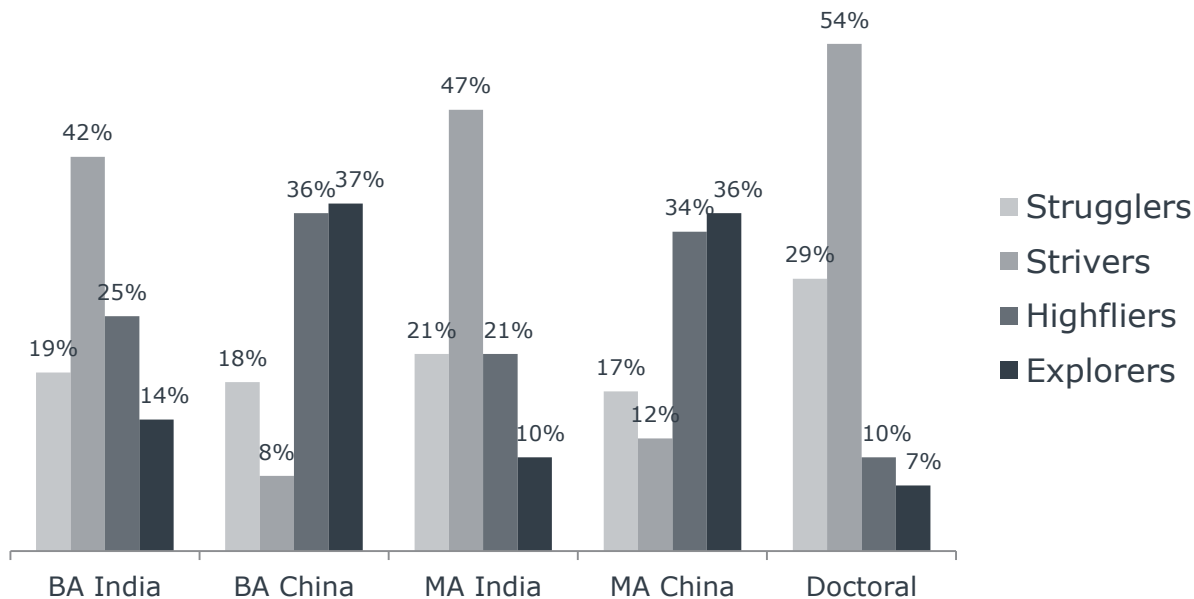
Segmenting the International Market

International Students Are Not All Alike



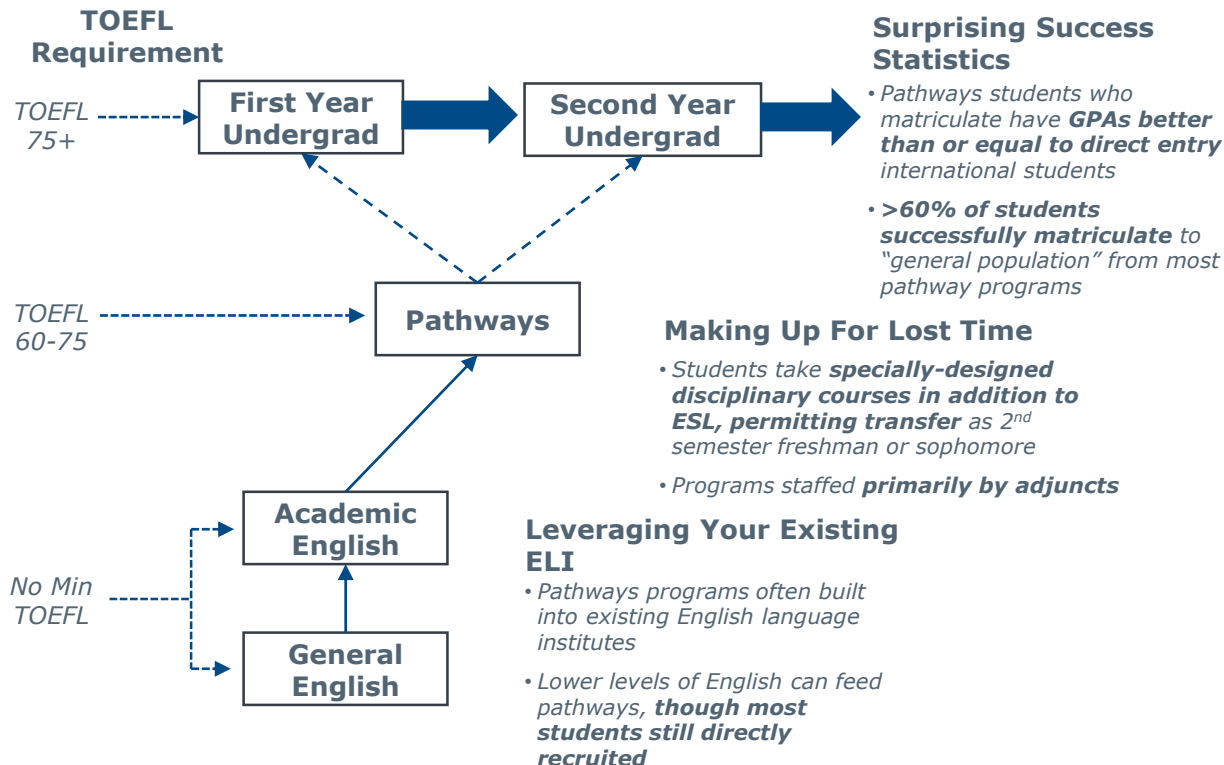
Differentiating Students

Millennial Segments by Academic Level and Country of Origin



Building an Academic Pathway

Pathway Entry Points and Services Scaled to Student Preparedness



Affordability Matters

Financial Aid an Increasingly Important Aspect of International Recruiting

Changes to Host-Region Scholarships Drive Declining International Enrollment in 2017



50%

Of international students believe education in the United States is too expensive

51.4%

Of international students indicate that scholarships are their first or second most important enrollment driver

44%

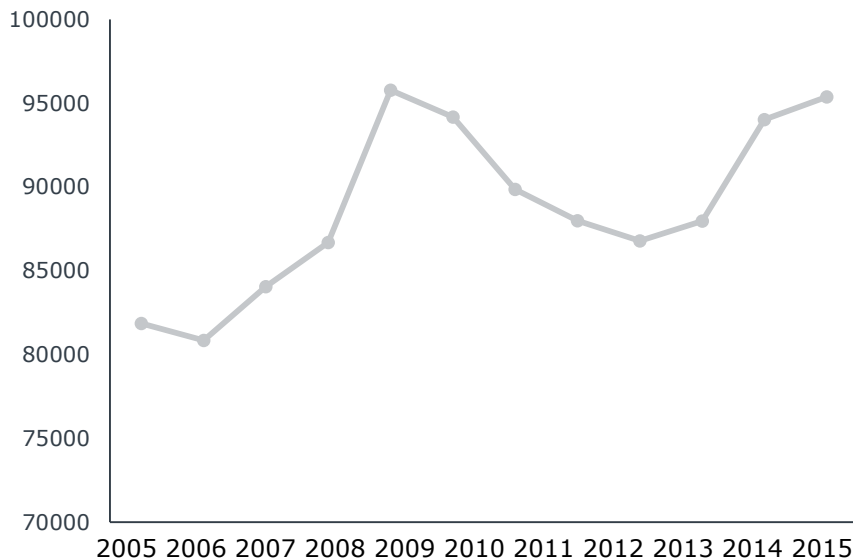
Of South East Asian students changed their plans to study abroad in 2015 due to a lack of financial aid

Opportunities in Your Own Backyard



Community Colleges a Viable Source Market

International Students Enrolled in US Community Colleges

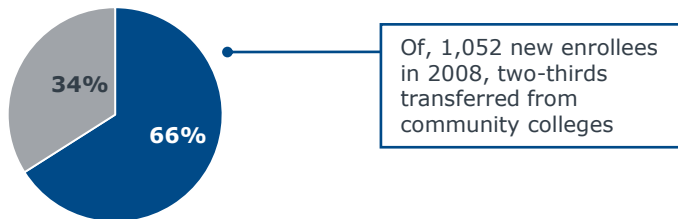


Finding International Students Close to Home

The Community College Opportunity

UCLA Undergraduate International Student Enrollment, 2008

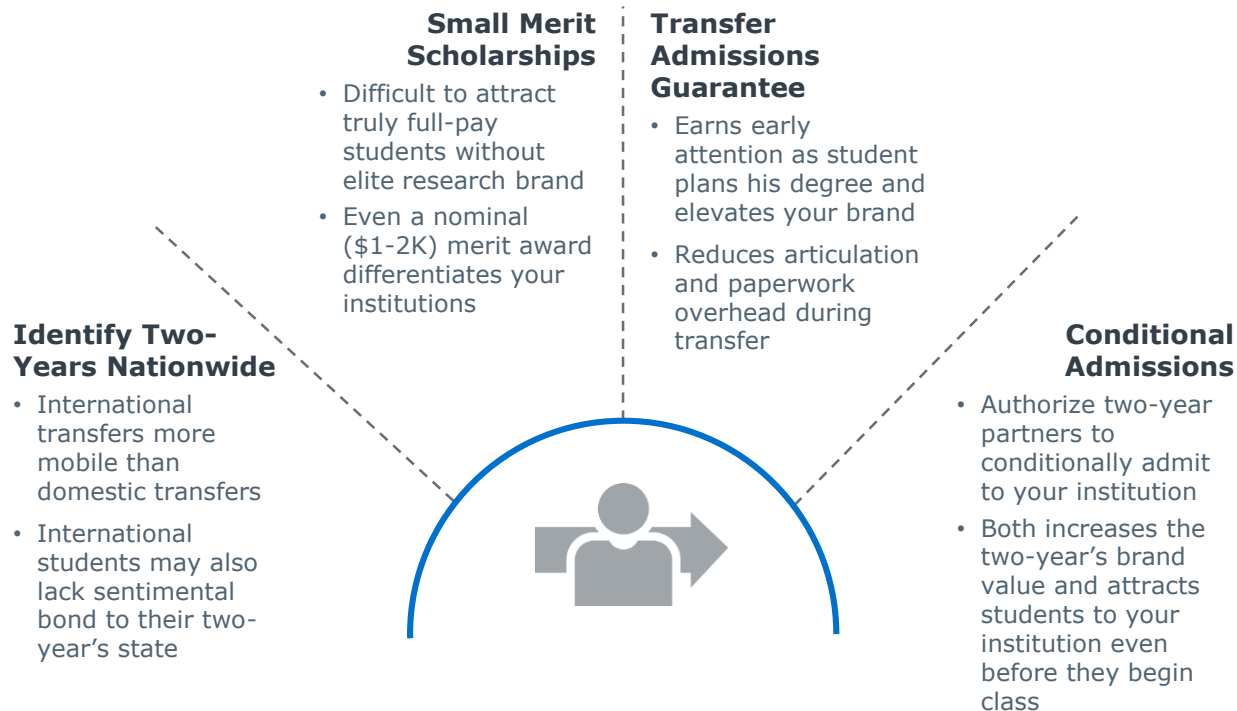
UCLA



- International admissions recruiter visits with campuses monthly and meets with international students
- Offers transfer guidance regarding credit given to international coursework

Opening the Pipeline

Four Ways to Become an International Transfer Destination





University of Toronto Pearson International Scholarship

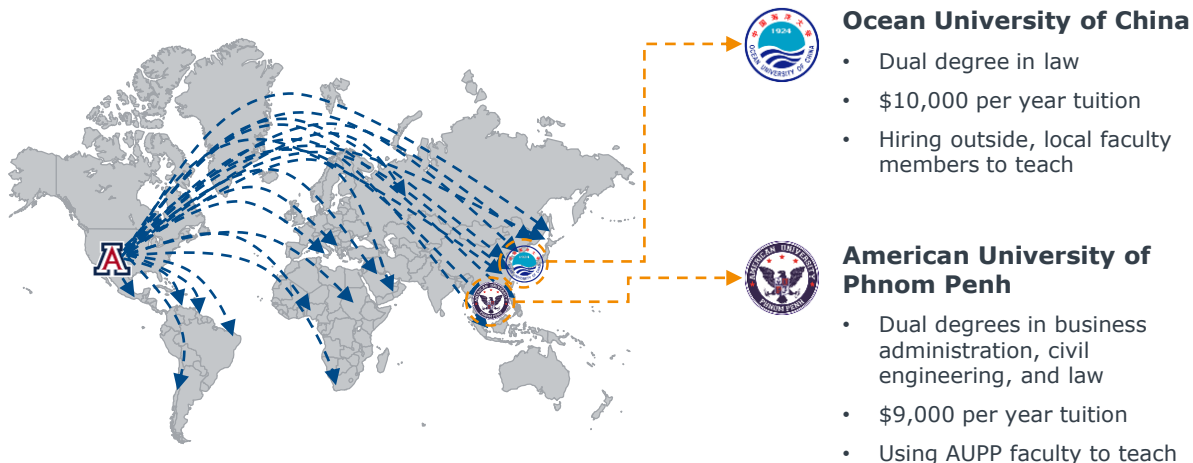


- Marketed heavily in UT's growth markets
- Goal is to generate positive word-of-mouth marketing
- Current cohort represents a diverse set of source markets, with very few students from oversubscribed markets

Developing Capabilities through Partnerships



University of Arizona Expands Access, and Revenue Potential, by "Exporting" Education



Fast Facts on UAZ's Microcampuses

13

Campus partnerships reached, goal of 25

25,000

Projected students educated through microcampuses



Microcampuses, and affiliated programs, only launched with dept- or college-level buy in



Center for the Study of Higher Education evaluating student and faculty expectations and outcomes

Source: "Going Big Into 'Microcampuses'," Inside Higher Ed, accessed July 25 2017, <https://www.insidehighered.com/news/2017/05/23/arizona-embarks-plan-develop-25-global-microcampuses>; EAB interviews and analysis.

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 - 5 **Ensuring a High-Quality International Student Experience**
-

A Complicated Transition

Interviews Highlight a Range of International Student Challenges



**Academic
Transition**



**Sociocultural
Adaptation**



**Psychological
Issues**



**General
Adjustment**

Alone in a Strange Land

International Students Feel Disconnected From Campus And Peers

73%

Of international students in the U.S. report having two or fewer U.S. friendships

58%

Of international students in Canada report having few or no Canadian friends

"I Feel Distant No Matter How Hard I Try"

"In China our friendship was strong and deep. When I have some problems, I can rely on my Chinese friends to help me because we are like brothers. Like I need money, they will lend to me. We would do anything for each other. But Americans keep distance from their friends or family because of privacy. They are nice and friendly. But I feel distant from them no matter how hard I try. I can't have deep friendship with Americans."

Exploring the Experience of Mainland Chinese Undergraduate Students at an American University

Influx of Students With Greater Support Needs

New International Students Are Not as Prepared for the Transition

Declining Academic Preparedness

46%

Of international applicants to U.S. universities display low academic preparedness

62%

Of applicants using third party agents to gain admission will require additional academic support on campus

Need For New Supports

"We are inviting these students to our global community, but we don't have the support structures in place to help them succeed.... Our existing on-campus supports are insufficient to meet [their] needs."

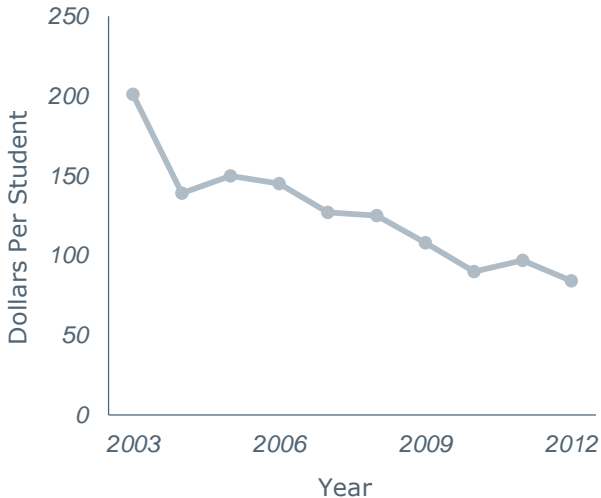
Vice Provost of Student Affairs, Public University

Challenges On Both Sides

International Student Numbers Rise, ISSO Budgets Shrink

ISSO Budget Dollars Received Per International Student Enrolled

University of California Berkeley, 2003-12



ISSO Staffing Ratios

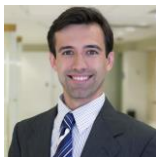
Institution	Student to Advisor Ratio
University of California Berkeley	1,513:1
University of Michigan	975:1
Stanford University	800:1

Supporting International Students on Campus

Existing EAB Resource On Improving the International-Campus Experience

I. Navigating Successful Campus Transitions	II. Revamping Academic Integrity Initiatives	III. Developing Customized Career Resources	IV. Recalibrating Mental Health Outreach
<p>#1 Web-Based Pre-Arrival Briefings</p> <p>#2 Campus-Wide Transition Components</p>	<p>#3 First Week Refresher</p> <p>#4 Tiered Educational Sessions</p> <p>#5 Modularized Readiness Assessment</p> <p>#6 Just in Time Resources</p> <p>#7 Proactive Peer Network Outreach</p> <p>#8 Mandatory First Violation Meeting</p>	<p>#9 Dedicated Online Portal</p> <p>#10 Guided Career Fair Walkthroughs</p> <p>#11 Networking Pre-Wire Sessions</p> <p>#12 Social Media Intensives</p> <p>#13 Global Job Search Boot Camp</p> <p>#14 Professional Prep Certificates</p>	<p>#15 Awareness Building Strategies</p> <p>#16 Stigma Reduction Tactics</p> <p>#17 Crisis Response Audit</p>

Thanks Again!



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