



# Leveraging Hidden Enrollment Drivers to Grow International Enrollment



# Six Insights on the Future of Int'l Recruitment



1

## **Global Positioning Will Continue to Shift Post-Covid**

Pandemic-era gains and losses will likely reverberate for years to come

2

## **Virtual, Career-Aligned Recruitment Key for Future**

Restricted travel, economic uncertainty requires new approach to engagement

3

## **Inside-Out Enrollment Strategy Most Successful**

Leveraging existing capabilities, offerings key to establishing pipeline sustainability

4

## **Faculty & Students are an Underleveraged Resource**

Quality, authenticity signaled by campus stakeholders in high demand for prospects

5

## **Rise in Price Sensitivity a Global Phenomenon**

Pandemic will exacerbate price concerns, particularly in growth markets

6

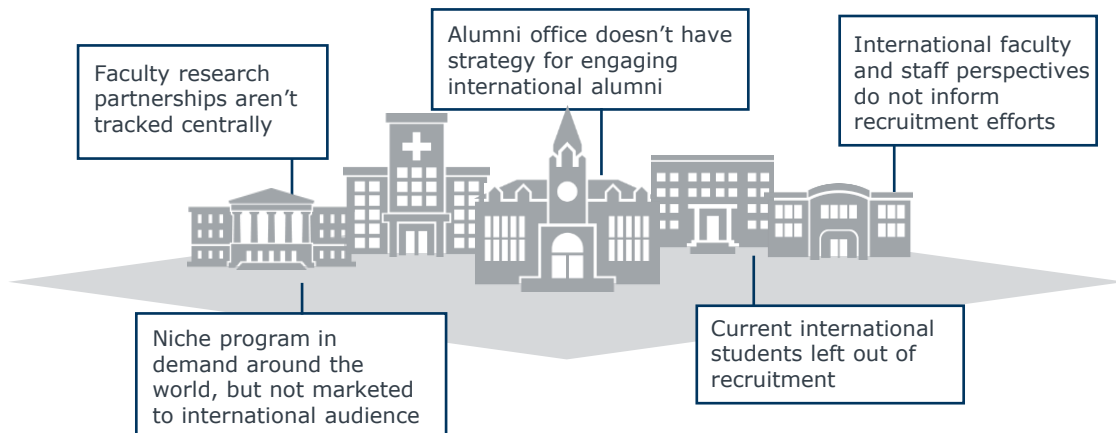
## **Pricing & Aid Strategy a Must for Diversification**

Institutional pricing and aid efforts will drive differentiation in growing source markets

*Today's Focus*

# Too Often, Enrollments Are Left on the Table

## Existing Resources Underutilized in International Recruitment



“

I wouldn't even say that we've had any 'source markets' over the last 18 months. **Students found us by happenstance.** It wasn't from a conversation, or even a purchase or search pattern, or from travel.

VP for Enrollment

”

# External & Internal Inputs are Both a Must

Hidden Enrollment Drivers Require Both Outside-In and Inside-Out Strategy



- 1 What are the **hidden opportunities** for market alignment if we **disrupt our assumptions** of international students?
- 2 How can we **capitalize on our internal resources** to convey our **unique value proposition**?

# Three Missing Links to Advance Inside-Out Efforts

## Most Universities Overestimate Barriers and Underestimate Incentives for Faculty Recruitment Support

- Global Advisory Board
- Int'l Travel Stipend
- Faculty Social Media Takeover
- Faculty-Led Workshops

## Current Students are Underutilized as Informal Network Managers

- Student Focus Groups
- All-in Global Ambassadors
- Coffee with an Ambassador

## Institutional Investment in Career Support Doesn't Align with Growing Market Demand

- International Student-Specific Career Development Support
- Proactive Emerging Program Alignment



# Appeal Directly to Faculty-Specific Motivations

## Balance Time and Resource Commitment with Incentives




FACULTY MOTIVATION

*"I'm interested in shaping my institution's global strategy"*



### Global Advisory Committee

- Engages faculty, staff, from across campus, typically those interested in global engagement
- Group meets monthly
- Faculty can pitch new study abroad programs, recruitment practices




FACULTY MOTIVATION

*"I have connections abroad and I want to get involved, but I don't know how"*



### Int'l Travel Stipend

- Offered to faculty with existing int'l travel plans
- Faculty add recruitment visit to their trip
- Admissions office supplies PPT and talking points
- Jumpstarted enrollments in secondary market and saved travel costs



FACULTY MOTIVATION

*"I'm eager to teach new audiences and build my department's brand"*



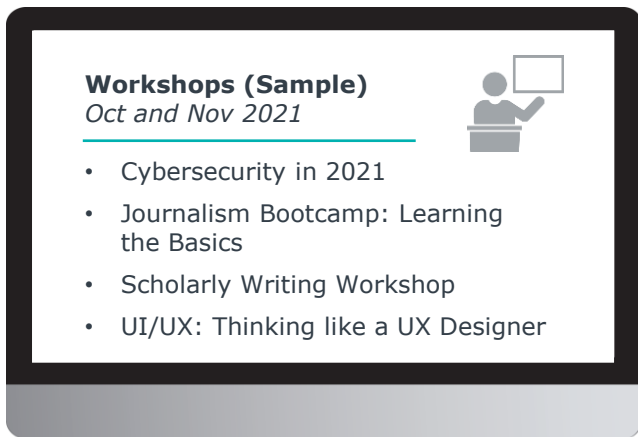
### Faculty Social Media Takeover

- Popular and niche programs highlighted on social media
- Faculty upload content (e.g., AMAs, lab experiments)
- Content sent via CRM to interested and admitted students

# Ask Faculty to Do What They Do Best: Teach



## “Soft-Sell” Faculty-Run Workshops Hook Prospects on Subject Matter



### Workshops (Sample)

Oct and Nov 2021



- Cybersecurity in 2021
- Journalism Bootcamp: Learning the Basics
- Scholarly Writing Workshop
- UI/UX: Thinking like a UX Designer



**INDIANA UNIVERSITY**  
BLOOMINGTON

### Case-in-Brief

- Workshops run by regional outpost offices for students at local schools
- Faculty recruited based on areas of expertise
- Most content adapted from existing faculty work

**247** Students attended workshops across Spring 21 and Fall 21

**95%** Of workshop attendees indicated they would recommend the workshop to a friend

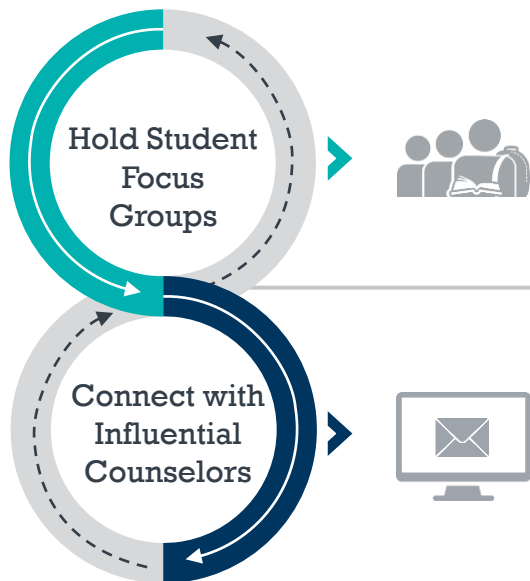


Faculty workshops give prospects a **taste of the classroom experience** and build university brand of offering **high quality academics**

# Shape Recruitment While Growing Networks



Int'l Student Focus Groups Source Feedback and New Leads



## Student Intel Drives Continual Improvement

- ✓ 15-person groups organized by country of origin
- ✓ Participation motivated by community service credit
- ✓ *Focus Group Win*: Corrected for application fee barrier

## Recruitment Team Strengthens Networks with Regular Newsletters

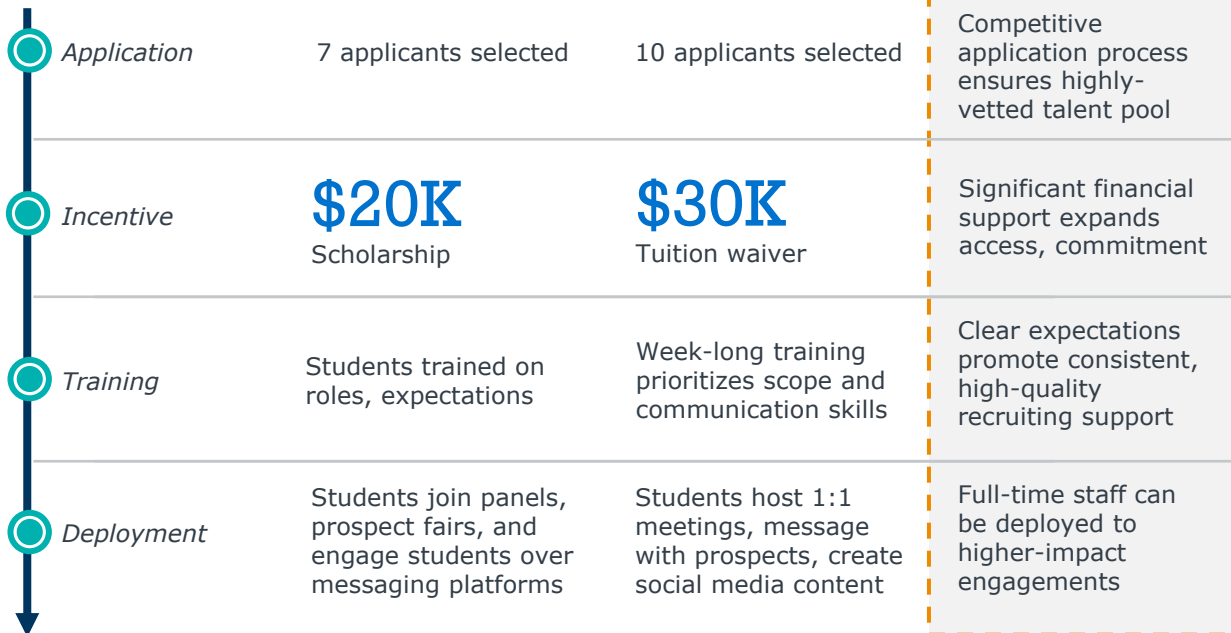
- ✓ Newsletters sent to influential contacts sourced during focus groups
- ✓ Content includes campus updates, international student profiles, and stories about international student life
- ✓ Newsletters sent quarterly





# Investing in Informal Network Management

All-in Global Ambassadors Add Staff Capacity, Deliver Authenticity



# Informal Networks, Interactions Key to Success

## Investing in Authentic Student Interactions Has Outsized Returns

“

Paying to have those student ambassadors have those [prospect] interactions is worth it because the money you save on commissions pays for those students. **It's an absolutely huge ROI.**

Camille Rutherford  
Associate Vice Provost, Brock University

”

1



### Prospects

Offers **authentic glimpse into university life** and helps avoid misinformation

2



### Current Students

Provides **valuable financial support** and builds engagement and investment in university

3



### Institution

Expands recruiting office reach, penetration **at lower cost than hiring full-time admissions staff**

# Energize Engagement with Current Student Voices

Student-Prospect Interactions are a Must-Have Recruitment Driver



## Register for a one-on-one meeting with an International Student Ambassador to learn more about:

- Student life in Canada & Niagara;
- Brock's online learning platform;
- Getting more involved in the Brock community;
- Working on or off campus; and
- Helpful tips about textbooks, studying, or their favourite courses

[Book a time](#) ➔



## Current Students Are Uniquely Positioned To Convey Value



In-demand from international prospects



Implicit trust and authenticity



Personalizes the recruiting experience



# Career Development Program INSPIREs Students



## Pace University's International Student-Specific Career Development Curriculum

### INSPIRE Program

#### *Mandatory Modules*

- Rock Your Resume
- CPT Guidelines for Internships
- Winning Strategies for Job Search
- Ace Your Interview

#### *Recommended Modules*

- Cover Letter Writing
- Interview Lab
- LinkedIn Lab
- Virtual Interviewing

Program required for international students

Modules available asynchronously, live, or 1:1

Cultural competencies addressed throughout the curriculum

Resumes fine-tuned before applying to internships

Program available to students once enrolled (including pre-INSPIRE modules)

### Program Optimizes Institutional and Student Needs



Timeline prioritizes int'l student career readiness and staff capacity



All content adapted from existing Career Services materials



Program developed with input from entire Career Services team

# 91%

Of students were employed or continuing education within six months

# INSPIRE Prioritizes Cross-Cultural Learning



## Embedded Cultural Competencies Help Students Adapt to New Norms

### ***Cross-Cultural Differences***



Application and hiring norms differ around the world

Self-promotion, professional networking not a universal skill

Unfamiliarity with Application Tracking System software

Limited access to Western professional attire

Varied experience with cover letters

### ***INSPIRE Solutions***



Instruction on professional etiquette across the career search process



Just-in-time coaching for live employer networking events



How to write Applicant Tracking System-Compliant Resumes



Career Closet with free professional attire



Cover letter writing sessions that highlight value proposition

# Tailor Support for the International Audience

## Strategies for Supporting Career Development from Across the Globe

### Offer an International Student-Specific Career Counselor

Hire a career counselor to work directly with international students and other international student support staff to deliver high-impact career support



### Build an International Student Internship Program

Develop relationships with local employers to offer paid internships specifically for international students



### Connect Students with a Professional Mentor

Create a professional mentorship program that connects current students with a professional in their field of interest for online mentoring support



### Facilitate International Career Placement Opportunities

Identify skills gaps in foreign countries and build employer partnerships/tuition reimbursement arrangements with overseas employers



# Anticipate Program Demand, Don't React to It



## UVM Reads Market to Recruit International Students



The University of Vermont



1

Vermont launches dairy program with domestic audience in mind



2

International faculty recognize connections to emerging markets in China



3

Vermont forms partnerships in China; faculty recruit based on connections



4

Course sees consistent, high international enrollments



## University Proactively Identifies Emerging Program-Market Alignment



1

University uses EducationUSA data to identify emerging industries



2

University compares fields to programs offered and historical enrollment markets



3

University increases targeted international recruiting investment



4

Program sees consistent, high international interest



# Unclouding the Crystal Ball

## Align Emerging Industries Data with Institutional Offerings

### Regions of Interest



### Emerging Opportunities

Federal push to modernize **agricultural infrastructure** in response to climate change

**14%**

Increase in Zimbabwean students in U.S., 2014-2020

Government prioritizes major investments in **infrastructure development** and energy generation

**0.39%**

Per capita college-age mobility to US (highest in Central/South Asia)

National investment in Orange Economy, focusing on role of **creative/cultural industries** in economic development

**1.9M**

Jobs created in Latin America and Caribbean

### In-Demand Programs

- Agricultural engineering
- Irrigation development
- Agricultural science
- Energy science
- Info. and communication technology
- Tourism and hospitality
- Journalism
- Visual arts
- Information services