|  |  |
| --- | --- |
| SLCC Logo | International Student Services |
| 2021-2022 ANNUAL ASSESSMENT  SUMMARY OF RESULTS |

# Project (Assessment) Title

International Student Services Five Year Recruitment Plan Assessment

# College-wide Strategic Goal

1. **Securing Institutional Sustainability and Capacity**
2. Increasing Student Completion
3. Improving Transfer Articulation and Preparation
4. Aigning with and Responding to Workforce Needs

# Assessment Overview

International Student Services has not actively recruited international students. It was recommended during our program review to create an international recruitment plan. This assessment will examine the creation of the plan and assess the completion and relevancy of the 10 areas of the plan.

# Methodology (Plan/Method)

International Student Services staff were given assignments to first research and examine international recruitment plans from other institutions and then make a list of items they would like to include in our recruitment plan. The ideas to be included in our plan could either be from the other plans that were examined or new ideas that would apply to our institution alone. Once this process was completed the staff were to share their findings with the director who would then synthesize and consider each of their suggestions in the development and creation of an international recruitment plan that would be specific to the needs and culture of our institution.

The Director researched important sections to be included in the recruitment plan that would ensure the completion of a unique and robust plan that would be relevant, realistic and workable for our instuition. The Director decided on 10 areas to focus our efforts that would need to be completed by the staff. Staff members were given assignments to examine each area and then provide feedback and suggestions for the creation of each section that would be relevant and realistic for our institution. The 10 sections of the plan are:

1. Background – this section provides a brief history of international recruitment at the institution.

2. SWOT Analysis – this section involved examining the strengths, weaknesses, opportunities, and threats that may be factors in executing our plan. The staff considered strengths of the institution and the department including, academic programs, alumni relationships, existing partnerships abroad, potential partnerships abroad, campus resources that provide support for international students, budget, staff, and technological resources. Weaknesses include such things as tuition cost, availability of funding, scholarships, housing, brand recognition, geographical challenges, and departmental support. Opportunities looked at internal and external data that would lead in a positive direction for the plan. Threats include economic and political challenges that could impact an international student’s ability to afford an international education and enroll in the institution.

3. Goals – this sections articulates the departments enrollment goals, both long term and short term, over the next five year period.

4. Strategies – this section breaks down the goals into short and long term goals and connect the plan to the larger institutional priorities.

5. Recruiting Methods – this section looks at the way the department will engage with prospective students and others.

6. Strategic Alignment with Institutional Priorites – this section continues to connect the plan with the larger priorites of the institution.

7. Stake Holder and Campus Partners – this section identifies those who can provide support in executing the plan.

8. Resource Allocation – this section considers what can realistically be accomplished with current and future funding.

9. Opportunities for Change – this section provides insight into additional opportunities for the future that are currently outside of the plan.

10. Focus on Markets – this section realistically identifies the countries and/or regions where international recruitment would provide the greatest number of enrollments.

The staff were tasked with providing insight and recommendations for each section. The assessment would evaluate whether each section was completed or not and relevancy to our institution.

After the reviewing the feedback from the staff the Director considered all information to make a final determination as to what items are incorporated into each section and what the focus of long term and short terms goals would be for the international recruitment plan. The plan was organized and presented to the staff for feedback. After revisions the plan was presented to the AVP for review.

# Timeline

The staff were given their assingments to research international recruitment plans during the summer of 2021. The staff met at the end of September 2021 to provide their feedback and make suggestions as to what should be included in our plan. Based off the feedback the Director created 10 sections to be completed during October 2021. The Director assigned the staff and set a date to have each of the 10 sections of the plan completed before the break in December 2021. During this time our department had a turnover in staff which extended the completion of the sections to January 2022. As the department was training new staff members the bulk of this assignment fell to the Director and a part-time advisor. After review of the 10 sections in January 2022 a plan was created by the Director in February 2022 and shared to the staff for additional feedback. No additional feedback was given and it was decided to present the plan to the AVP. The AVP has reviewed the plan during March 2022.

The assessment summary is being worked on during March and April 2022 and expected to be completed by the end of April 2022.

# Results/Finding (Disaggregated by race/ethnicity)

The results of the 10 areas to be evaluated for completion and relevancy were collected and evaluated. Each of the 10 areas were completed by the extended deadline. Each of the 10 areas were evaluated for relevancy for our institution and each area was determined to be both relevant and realistic after staff review.

Each staff member was able to provide their insights and perspective into the creation of the plan. This has allowed the staff to take responsibility and ownership for the plan and will hopefully provide motivation for the staff to complete the goals which will lead to success and more international student enrollments.

# Action Plan (Use of Results/Improvements/Call to Action)

The recruitment plan has been reviewed and evaluated and will now be implemented by our department. We will continue to focus on the plan’s goals and strategies to increase international enrollments. We will continue to evaluate the progress and make adjustments, when necessary, along the way.

The recruitment plan has been added to this section.

**International Student Services Five Year Recruitment Plan 2022 – 2026**

**Background**:

SLCC has previously not had any international recruitment plan in place that was supported by the upper administration. Prior recruitment was limited to armchair recruitment and a recruitment tour to Vietnam several years ago. This approach of the past has produced very limited results. Three years ago, the President tasked International Student Services with a goal to recruit more students from India because of feedback received from some of the upper administration touring India. The College was able to secure funding to support an on-ground agent in India to recruit solely for the institution. Just as this project was about to take off the world was hit with the COVID-19 Pandemic. During COVID the international student population around the world was affected and the number of international students at SLCC was cut in half. International recruitment came to a standstill because international students were not able to obtain visas, and/or remained home for many reasons. While the Pandemic is beginning to wind down our India recruitment project has only produced limited results. However, we have been able to remain visible and keep our presence active in the country.

A year ago, the Director was approached by one of our Congolese students whose husband is living in Africa and wanting to start a recruiting business. He wanted to recruit specifically for SLCC. He has been recruiting for a year now for SLCC without any financial assistance from SLCC for his efforts to prove that he can provide enrollments to the College. He has been able to produce significant results in just a short period of time. Moving forward, we would like to find a way to keep him busy recruiting international students from both Congos and surrounding countries. Even during the COVID pandemic they have been successful in attracting and sending students to SLCC since Fall 2021.

During the last year the Director of International Student Services has been able to meet with other potential partners from Africa, Guinea Bissau, and Japan. As we continue to build our relationships with these groups our ability to bring new students will increase. The relationship with our contact from Guinea Bissau appears to be promising and long term. With funding and other incentives, we should be able to increase enrollments immediately.

For the College to remain competitive in attracting and retaining international students it must change its recruitment approach and receive upper administration priority and support to meet the demands of declining enrollment across the institution and the nation. It is critical for the College to implement and support an international recruitment plan to prepare for the impending enrollment cliff which will affect the country by 2026. Making international recruitment efforts an institutional priority will help supplement enrollment while building a constant stream of incoming students from our agents and agencies we hope to partner with in the future. Creating relationships with agents and other agencies will produce the desired results for increasing international student enrollment.

An important additional benefit is the cultural diversity and richness that each international student can share with those they encounter either at the College or in the community. By having them here we continue to enjoy an exchange of cultures and ideas that strengthen our unity with one another as we improve our world cultural competency and international understanding.

**Recruitment SWOT Analysis**:

**Strengths:**

Institutional Strengths:

* Securing Institutional Sustainability and Capacity
* Increasing Student Completion
* Improving Transfer Articulation and Preparation
* Aligning with and Responding to Workforce Needs
* Breaking down barriers to enrollment
* Dedicated Faculty and Staff
* Small class sizes
* Popular programs of study
* Updated facilities and amenities
* Affordability compared to other Utah institutions
* Safety
* Community with understanding of other cultures
* Construction of new residence hall

Recruitment Strengths:

* Growing support from upper administration to prioritize and participate in international recruitment
* Excellent customer service philosophy
* Clearly identified primary markets
* Trained international staff
* Ability for students to participate in OPT with Associate Degree

Weaknesses:

* Less name recognition and visibility in primary markets
* Limited scholarships and funding opportunities
* Inconsistent international recruitment
* No alumni recruitment
* Institution seen as less prestigious
* Minimal support and priority from upper administration
* Limited international recruitment budget
* ESL program not competitively priced in comparison with local private ESL schools
* Expensive when compared with many other community colleges in other states

Opportunities:

* Establishment of international recruitment plan
* Interdepartmental collaboration
* Exploration of new target markets
* Exploration of agents and agencies
* Expansion of international department
* Expansion of student programming
* Expansion of international recruitment incentives and funding
* Establish international presence within target markets
* Continuing growth in demand for international education in USA
* Potential for growth in undeveloped and underdeveloped markets

Threats:

* Geographic location
* Similarities to other State Universities
* Other institution international recruitment efforts and incentives
* Worldwide international recruitment efforts by competitors
* Global or regional economic or political changes
* Local or international terrorist activity leading to a decline in SLCC’s attractiveness

**Goals**:

The scope of this recruitment plan is to align the department goals with the College’s strategic goals to develop a recruitment strategy that will result in continued diverse and academically prepared international enrollments.

Each goal and strategy will be broken down into a short- and long-term time frame. Short term goals and strategies will be implemented and evaluated within two academic years. Long term goals and strategies will be implemented over the remaining three years and assessed at the end of that period.

1. International Student Services will increase the international student enrollment to 400 students by Fall 2026.
   1. Active recruitment from identified countries:
      1. Where connections and networks already exist with SLCC faculty, staff, students, and others.
      2. That exhibit increasing middle classes and large movement of students to the U.S.
      3. Offer scholarships and other funding opportunities to attract students.
      4. Explore travel tours within target countries and regions.
   2. Student programming to acculturate and retain students.
   3. Collaboration efforts with campus departments to assist in completion.
2. International Student Services will contract with agents to recruit for SLCC.
   1. We will continue to use our SimplED agent for recruitment in India.
      1. If SimplED is no longer funded, we will consider using them later once additional funding is secured.
   2. We will explore being a partner with India MIT for opportunities there.
   3. We will contract with an African recruitment agency in the Congo Kinshasa.
   4. We will explore recruitment possibilities with Guinea Bissau.
   5. We will find an AIRC agent to work with in Vietnam.
   6. We will explore recruitment possibilities in Japan.
3. International Student Services will create funding incentives and opportunities for international students.
   1. We will create needs-based scholarships for international students.
   2. We will create academic based scholarships for international students.
   3. We will create housing options with the dormitories for international students.
   4. We will continue our International Diplomats tuition waiver program.
   5. We will ask for upper administration support to prioritize the need for funding specifically reserved for internationalization efforts of the campus.
4. International Student Services will identify and work with partners to increase international student enrollment.
   1. We will identify potential partners to assist in our recruitment efforts in our target markets and potential new markets.
   2. We will continue to work with current partners and strengthen relationships.
      1. We will present and local ESL schools to tap into the transfer market which has previously been successful especially during COVID.
   3. We will explore opportunities with Education USA.
5. International Student Services will propose a new structure for funding the department.
6. International Student Services will train, hire, and support staff that will assist in increasing international student enrollment and retaining students.
   1. Staff will have opportunities to participate and attend professional development events.
7. International Student Services will increase its India student population each year.
8. International Student Services will increase its African, Congo, student population each year.
9. International Student Services will increase its Vietnamese student population each year.

Strategies:

**Short Term**:

* Prepare specific marketing materials for international students: hard copies and virtual.
* Continued staff training and professional development opportunities to create a strong support system for current and future international students. (UBIE, NAFSA, AIRC, & ICEF)
* Maintain and update International Student Services website.
* Identify agents, organizations, and partners to contract and work with in the future.
* Explore options with identified partners.
* Continue to present at local ESL schools to recruit transfer students.
* Partner with Education USA: Consult and provide information to Education USA recruiters, employ on-line methods that work for international student recruitment.
* Identify faculty, staff, students, and others who have networks and contacts abroad.
* Ask for upper administration support to prioritize international funding with the Development Office.
* Identify roadblocks to international enrollment.
* Evaluate and update enrollment processes.

**Long Term**:

* Evaluate and update enrollment processes.
* Consider enrollment processes for each identified target country.
* Contract with agents, organizations, partners for in country recruitment.
* Identify and attend international recruitment fairs. (AIRC, & ICEF)
* Explore travel tours to target countries and regions.
* Host agents at SLCC.
* Continued support and partnership with Study Utah.
* Explore out of country online possibilities.
* Use technology to link classrooms and students across partner universities abroad.
* Increase awareness, appreciation, and opportunities among faculty, staff, and students of international and intercultural issues/events on campus and around the world.
* Work with Institutional Marketing and agents to create new and updated recruitment materials.
* Consider additional target countries to add to market.
* Evaluate agents and partners for continued contracts.

**Recruiting Methods**:

1. Current student engagement and student programming – word of mouth
2. Advertising – hard copy and virtual materials
3. Social Media – within target countries and regions and utilizing agents and partners
4. Education Tours – within target countries and regions
5. Hosting – bringing agents to tour the campus
6. ESL school Presentations – to target transfer students
7. Recruitment Fairs – utilize agents and partners within target countries and regions
8. Agents and Agencies – in country presence to increase our visibility
9. Scholarships and Incentives – assist and entice quality students

**Strategic Alignment with Institutional Priorities**:

Each of the International Student Services nine goals are in alignment with many of the larger institutional goals of:

1. Securing Institutional Sustainability and Capacity
2. Increasing Student Completion
3. Improving Transfer Articulation and Preparation
4. Aligning with and Responding to Workforce Needs

By aligning our goals with the goals of the institution we will be able to strengthen our requests for funding to assist in reaching both objectives.

As the 2026 enrollment cliff approaches, International Student Services will be able to provide additional full time international enrollments for the institution to help supplement the need for students. As we update and improve our incentives to attract and retain more committed and quality students the College will be able to compete with other institutions on a more equal level.

While the international students are attending International Student Services will work in cooperation with the other campus departments to ensure our international students have a positive educational experience and receive the support and programming they need to achieve their academic goals.

Many of our international students already take advantage of the additional year of being able to work in the U.S. after graduation. This valuable opportunity will help prepare our students to compete in the local workforce as well as provide an advantage after they return home in being able to secure employment.

Currently, most of our students will transfer to the University of Utah after graduation and/or their OPT off campus work experience. As students learn and understand the expectations of the U.S. educational system, they will be prepared to continue successfully on the university level. The community college model is a great preparation for international students to gain the experience they will need to continue their academic goals.

**Stake Holders and Campus Partners**:

International Student Services has identified some key campus departments that would assist in the attracting, retaining, and helping international students be successful in their personal and academic lives. We will continue to develop our relationships with these departments and include them in our events and activities. International students can benefit by taking advantage of the unique strengths and services of the identified campus departments. During the mandatory international orientation each semester information is provided to students about the various campus departments. We also remind students again later during a mandatory second group meeting in our orientation connect sessions. Students register for a small group session to meet with an advisor and student diplomats. More individual attention can be provided to students during this time. We check in with them and their well-being and share important information necessary for their academic success.

The key campus departments include:

1. Academic Advising
2. Center for Health and Counseling
3. Domestic Admissions
4. ESL
5. Financial Aid/Scholarships
6. ODMA
7. OSS

**Resource Allocation**:

For this recruitment plan to be successful priority must be established by the upper administration to support and make recommended changes so that sufficient funding can be obtained. Funding must be available to implement the various parts of this recruitment plan along with a dedicated and trained staff. Relationships are a critical component to any successful recruitment plan. To maintain the personal connections adequate funds must be in place to secure trust. Funding allocations will be assigned to the areas below to maintain a balanced and healthy recruitment plan:

1. Agency Contracts
2. Digital and Social Media Expenses
3. Hosting
4. Marketing Materials
5. Professional Development
6. Scholarships & Funding
7. Staffing Needs
8. Travel

**Opportunities for Change**:

Although international recruitment typically focuses on efforts outside of the institution, changes within SLCC may also have a significant impact on international recruitment goals. It would be important to consider various improvement opportunities that could also influence international enrollment. This would be a long-term goal to consider pursuing in the future once a stronger international campus community is developed.

**Focus on Markets**:

International Student Services has identified and continue to identify key markets that would realistically supply the College with continued international enrollments. Over the next several years it has been determined that based on current trends that SLCC focus its international recruitment efforts on India, Africa, specifically the Congo Regions and surrounding countries, and Vietnam. Additional countries, areas, and regions may continually be added or updated as information changes in the future.

India Market:

India is a newly emerging market for undergraduate students. In the past, most international students from India have been at graduate level. Within the last few years more Indian students are studying abroad at the undergraduate level. This new and upcoming market would be a great source to tap if we could establish our presence early and continue to be visible and create relationships with key people. This market is where China was about 20 years ago where the country saw an increase in undergraduate students. Being committed to getting in and staying in even during uncertain times has been shown to be the best pathway to securing a steady stream of new students. One of the challenges in this and other world markets is educating prospective students and parents on the benefits of the community college model.

Africa Market:

There are many newly emerging countries within Africa that can support students studying abroad. Many will come to the U.S. since it is still viewed, for the time being, as the leader in higher education. Since we have established some connections to the Congo region and Guinea Bissau it would be best to focus our recruitment efforts in these areas to save on costs and to strengthen our relationships with our current contacts. Over time we can evaluate the possibility of tapping into other countries and regions within the continent.

Vietnam:

We have seen an increase over the past few years of students coming to study not only at SLCC but within the U.S. It would be great to be able to secure an agent in this country to continue to promote the College and establish our presence early. Once we have sufficient funds to contract with an agent, this will be a good market to provide a new stream of students to SLCC.

# Other Notes