International Discussion

26 February 2013
Recruitment Pipeline

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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<tbody>
<tr>
<td>Sum</td>
<td>Fall</td>
<td>Win</td>
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- **Outreach**
  - Data mining/Contact Management
  - Web, Email outreach
  - Fairs, tours
  - Advisor relationships
  - Student stories
  - Targeted Advertising
  - Campus Visits
  - Regional Events

- **Apply**
  - Assist and encourage Continue outreach

- **Admit**
  - Evaluate
    - Evaluate Policy with CAFA
    - Maintain contact

- **Yield**
  - Contact and recruit, especially faculty, student. & social media

- **Engage**
  - Visa, Financial Aid, Registrar, Orientation, Colleges, Housing, Contact and engage

Fall Y 3 Class
Recruitment Pipeline: Fall 2013

<table>
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<tr>
<th></th>
<th>2011-12</th>
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<th>2012-13</th>
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<th>2013-14</th>
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<td>Sm11</td>
<td>F11</td>
<td>W12</td>
<td>S12</td>
<td>Sm12</td>
<td>F12</td>
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**Outreach**

**Apply**

**Admit**

**Yield**

**Engage**

**Fall 2013 Class**

**Initial international recruitment investment**

**Intl Frosh up 67%, to 2480**

Transfer, OoS modest change.

80% NRT prospects.

**Low admit rate solved by CAFA approval of split admit pool plan.**

**Expect: 50-60% Intl Admit Rate, and 70-80% OoS**

after holistic review.

**Yield has been low, growing with active recruitment.**

**Goal: 8% - 10%**

**Extremely high melt, expected to reduce with engaged applicants & orientation programs.**

**Goal: 25% - 40%**

**Goal: 100 Intl**

Estimate: 50+

Total: 150-175 NRT
Enrollment Targets

- **2013**
  - 50 - 100 Incoming International
  - 150 - 175 Incoming NRT (total)
  - Adj Gross $4M uNRT (250+ minus tuition discount)

- **2014**
  - 100 - 150 Incoming International
  - 200 - 300 Incoming NRT (total)
  - Adj Gross $6M uNRT (350+ minus td)

- **2015**
  - 200 - 250 Incoming International
  - 300 - 400 Incoming NRT (total)
  - Adj Gross $10M uNRT (550+ minus td)
Recruitment Pipeline: The Full Team

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Outreach

Apply

Admit

Yield

Engage

Fall Y 3 Class

Faculty:
- Research & Reputation
- Partnerships
- Contacts
- Targets
- Visits
- Web Presence

Programs:
- Opportunities of Interest
- Student Engagement
- Examples of Why UCSC
- Web Presence

Faculty:
- "Personalized" messaging
- Direct emails to students of interest (in major, honors, region, etc)

Students:
- Direct outreach
- Orientation
- Welcoming

Programs:
- Major pathways
- Opportunities
- Advising, welcoming
Our Responsibilities Continue

### Persistence (3y ave %)
- **CA**
  - Frosh: 90%
  - Sophomore: 80%
  - Junior: 77%
  - Senior: 50%
- **OoS**
  - Frosh: 75%
  - Sophomore: 59%
  - Junior: 65%
  - Senior: 48%
- **Intl**
  - Frosh: 75%
  - Sophomore: 47%
  - Junior: 56%
  - Senior: 52%

### 4Y Grad (3y ave %)
- **CA**
  - Frosh: 50%
  - Sophomore: 48%
  - Junior: 52%
  - Senior: 50%
- **OoS**
  - Frosh: 65%
  - Sophomore: 59%
  - Junior: 56%
  - Senior: 52%
- **Intl**
  - Frosh: 56%
  - Sophomore: 47%
  - Junior: 56%
  - Senior: 52%

**NB:** OoS/Intl small samples; mixing cohorts; averaging percents; residency, not NRT; years are most recent available: 2010/9/8, 2009/8/7, 2008/7/6, 2007/6/5 cohorts. From reports at [http://planning.ucsc.edu/irps/retengrad.asp](http://planning.ucsc.edu/irps/retengrad.asp)
Strategies

- Many great ideas
  - Reports:
    - CIE 1/19, CIE 2/1, CAFA 2/12, IRGT 2/21
    - [ue.ucsc.edu/docs](http://ue.ucsc.edu/docs)
  - Units:
    - Admissions, ILC, IEO, SS, Orientation, GS
  - Faculty and Staff and Students
  - High campuswide engagement

- Categorizing and synthesizing into plan for Spring consultation
Goals for Class of 2014

- **Recruitment**
  - Continued upward trajectory

- **Orientation**
  - Expanded acculturation

- **First Year Experience**
  - Strengthen the sense of community and scholarship to enhance persistence

- **Support & Facilities**
  - Ensure availability and expansion of support
  - Learn from students, staff, and faculty what is needed
Tactics

- Extremely Important or Urgent tactics completed or nearly completed:
  - Creation of cross-campus international team (IRGT)
  - Accelerate applicant pool growth
  - Admissions policy: pool split, AbyE, test issues
    - 32% Intl have not yet met English requirement
  - Focus groups with current students
  - Data research- data definitions and data elements
  - Target 20% OoS/Intl in First Year Honors
  - Expanded Fall 2013 International Orientation
Tactics

- Extremely Important or Urgent tactics on a good trajectory for Fall 2014 class:
  - Double dedicated international (to 2) in admissions
    - Including new assistant director
  - International Summer Bridge
  - ELS Collaboration
    - Invited to join 3/6 CAFA meeting to assist in overcoming policy issues
  - Partnership building
  - Experimenting to develop funded faculty outreach
  - Inventory services and programs
  - Expansion of student services by IEO and ILC
Tactics

- Extremely Important or Urgent tactics that need more study or attention:
  - Increasing yield & reducing melt
  - Financial models related to NRT student growth to
    - Ensure exemplary first-year experience
    - Engage programs in recruitment & retention
    - Grow necessary student services with workload
    - Support outbound students and faculty outreach
  - Orientation & multilingual web pages for families
  - International regional representatives
  - Winter and Spring matriculation
Strategies

● Integrate internationalization and international students into the campus strategic plan
● Expand name recognition and branding
● Build thriving campus and alumni communities
● Engage in regional student outreach
But..

Achieving these goals requires

● Planning
  ○ Among many constituencies

● Collaboration
  ○ Along the entire pipeline

● Investment
  ○ In students, student support, and the campus

● Engagement of Faculty and Students
  ○ In recruitment and yield
  ○ In programming and support
International Discussion

Questions and Comments