International Update
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Background

- UCSC has high student engagement in global issues (e.g., EAP and Peace Corps participation, C9 popularity), but low geographic diversity.
- Undergraduate non-resident enrollment has dropped as tuition has risen.
- NRT returns to campus ~$23,000 per student over ~$12,000 resident tuition.
  - Baselined at 440-student 2007-8 UCOP target, for 2010-11 this is -$3.5M.
  - In 2010-11, campus invested $250,000 in staff and outreach (admissions, ISSS) and an automatic tuition discount to begin addressing this trend.
- Spring 2011, EVC Galloway set 5% non-resident undergraduate enrollment as a Five for 2015 goal. Reorganization enabled focus on this and the other 4 goals.
- We must ensure international student success through all aspects of admissions, orientation, and first year experience, propelling our students to timely graduation.

Current Status & Recent Accomplishments

- Comprehensive CIE report on international students and EAP, 1/18/2013.¹
- Broad flexibility from CAFA and willingness to ensure maximum flexibility related to “compare favorably”, 2/12/2013.
- New NRT students up 35% F11 to F12.²
- International Recruitment and Graduate Team formed Spring 2012.
  - First campus group to bring together full pipeline international expertise.
  - IRGT Report with comprehensive strategies received February 21, 2013.³
- International Frosh applications quadrupled in 2 years, among highest UC rates.⁴
- International Frosh admit rate is low, in part due to evaluation of all applicants within CA-biased framework of comprehensive (2011) and holistic (2012) review.⁵
  - CAFA approved proposed pool split for 2013, enabling higher admit rate.
- International Frosh yield is very low and melt rate is high.⁶

² F11 NRT was 1.8% of new students (89 = 82 OoS + 7 Intl), F12 was 2.3% (120 = 103 OoS + 17 Intl).
⁴ Applications of 763 F11, 1485 F12, 2480 F13 (4x in 2y); third lowest in UC system. UC Residency <> NRT.
⁵ International admit rate rose from 30% F11 to 39% F12 with new staffing, but OoS dropped with holistic review (76% to 63%). F12 UC international admit rates are in the 50-60% range, except that UCB (12%), UCLA (32%), and UCSC are more selective. F11 included UCD 72% and UCR 78%. The UC data may include some with NRT waivers (http://www.ucop.edu/news/factsheets/fall2012adm.html).
⁶ F11 Intl frosh NRT enrollment yield was 2.8% of 143 admits, F12 was 2.2% of 454. In both years, half of SIRs enrolled. Comparative SIR yield from UCOP data for 2012 ranges from 4.2% (M) to 48% (B). UCSC’s 5.3% is the
• Broad and active faculty engagement.

Immediate Plans

**Strategy:** Maximize enrollment for the Fall 2013 cohort. Continue rapid application growth for the Fall 2014 pool. Ensure campus support and assessment.

- Fully use potential of new admissions authorities: split pool, compare favorably, AbyE, CAFA review of specific applications.\(^7\)
- Target 20% of First-Year Honors Program to OoS and Intl students for recruitment, yield, and regional diversity within the honors program.
- Significantly improve international yield and melt.
  - Engagement, personalization, **faculty participation, student contact**, social networks, honors cohort, student profiles
- Analyze and consult on CIE, IRGT, CAFA, Admissions, ILC, and other reports, and practices at other campuses, to build undergraduate international plan.
- Expand Fall 2013 international orientation to one week plus college orientation.
- Fee-fund additional EAP advising.
- Fund March recruitment/partnership trip to China by experienced faculty member as pilot to develop faculty recruitment support program.

Medium Term Plans

**Strategy:** Build relationships with schools and services. Strengthen name recognition of UC Santa Cruz in target areas. Ensure campus support and assessment. Prepare for Fall 2014 cohort.

- Hire International Admissions Representative and new Assistant Director.\(^8\)
- Establish school relationships.
- Continue expansion of role of EAP Faculty Director to international undergraduate recruitment, pathways, and partnerships.
- Multi-lingual outreach materials for student families of all residencies.
- Evaluate IRGT and continue and expand collaborations with CIE and CAFA.
- Ensure campus support through ILC, IEO, CHES, SHS, CPS, Career Center, ...
- Consider development of an International Center.
- Launch International Bridge in Summer 2014.
- Renew faculty-led international programs in Summer 2014.
- Consider first-year writing for international students.

Longer Term Plans

second lowest, well below SB (12%), R (15%), and D (16%). Data may include a few NRT waivers, but the overall picture is clear. UCOP does not have comparison melt data, though several UCs are 10-20%.

\(^7\) We are running data on TOEFL and test scores, and estimating compare favorably metrics. On TOEFL, current CAFA limit is 83, above UC minimum 80 (49th percentile of test takes). LA (83) and SD (90) are also above 80.

\(^8\) The original $250,000 investment included $56,000 for non-staff expenses, which will now be allocated to the new staff position, while non-staff expenses are moved to application fee revenue.
Strategy: Fully integrate internationalization into strategy. Continue growth of relations and programs in research and education. Further increase enrollment outcomes.

- Establish funding mechanisms so units with high concentration of international students are able to support their recruitment, persistence, and graduation.
- Develop English transition program at UCSC or through partnership.
  - UE has facilitated an ELS/CAFA meeting to discuss policy issues.
- Consider concentration of international students in a few colleges.
- Establish school partnerships.
- Evaluate a new Vice Provost International Education position.
- Incorporate internationalization into campus strategic planning.

Assessment and Accountability

Strategy: Assess programs and initiatives to ensure effective use of time and funds. Reallocate time and funds as a result.

- Measures
  - Recruitment: applicants, qualified applicants, yield, NRT enrollment.
  - Success: persistence, graduation, time-to-degree.
  - Qualitative: feedback from students, faculty, and partners.
  - Program: partnership agreements, faculty-led programs, participants.
  - Strategic plan goals.
- Evaluators
  - Undergraduate Education.
  - International Recruitment and Graduation Team.
  - Senate (CAFA, CIE, CPB, SEC, ...).
  - EVC.

Enrollment Targets

Strategy: Steady growth of new international and NRT students combined with enhanced student success through the scaling and addition of programs and support.

- Fall 2013
  - 50 - 100 Incoming International.
  - 150 - 175 Incoming NRT (total).
  - Adj Gross $4M uNRT (250+ minus tuition discount).
- Fall 2014
  - 100 – 150 Incoming International.
  - 200 - 300 Incoming NRT (total).
  - Adj Gross $6M uNRT (350+ minus td).
- Fall 2015
  - 200 - 250 Incoming International.
  - 300 - 400 Incoming NRT (total).
  - Adj Gross $10M uNRT (550+ minus td).