

Strategic Plan for Undergraduate International Recruitment Michigan State University

Purpose of Strategic Plan:

To provide a multi-year plan for recruitment of undergraduate international students, with long and short term objectives tied to appropriate strategies, performance indicators, and assessment of outcomes that will enhance Michigan State University's position in a competitive international admissions environment.

Recruitment Goal:

To increase the number by 7% to 10% each year over the next five years of high quality international undergraduate students who will enhance the reputation of MSU as an international university of distinction.

Recruitment Objectives:

1. To increase the number of high caliber international students at MSU.
2. To increase the diversity of the international undergraduate student population by country of origin and field of study.
3. To maintain or improve the overall academic quality of international students studying at MSU.
4. To be at the forefront on trends, research, and proactive strategies in the field of international recruitment through professional development, participation and leadership in appropriate organizations.
5. To increase collaborative and coordinative efforts among the Office of Admissions and Scholarships, International Studies and Programs, the colleges, schools and departments, alumni, *Development, and University Relations*.
6. *Effectively communicate the academic advantages for international students to study at MSU.*

Strategies to Recruitment Objectives:

1. **Develop and maintain collaborative networks, groups, and communication with campus units, individual faculty and staff, alumni, and MSU international partners.**

(Objective 5)

Item	Activity	Assignment	Status/Timeline
1a	Develop an International Student Recruitment Advisory Committee to meet once a semester	OAS	Fall 2004/ <i>DONE</i>
1b	Develop packet of undergraduate recruitment materials and background preparation for faculty/staff traveling overseas	OAS	Fall 2004

1c	Continue to work with Forming Partnerships group to identify ways in which <i>other units</i> can assist with international recruitment	ISP	On-going
1d	Develop alumni recruiting handbook & materials [will be done for domestic as well]	OAS	Fall 2004 (<i>Andrea</i>)
1e	Email newsletter to international alumni leaders 3 times a year	OAS	Summer 2004
1f	<i>Within the admissions cycle, work with currently international students for involvement</i> in email, phone, chat rooms, student panels, summer home visits with prospective & admitted students	OAS	On-going <i>First mtg Sept 04</i>
1g	Identify and maintain list of faculty/staff involved with international work and travel who are willing to recruit undergraduates while abroad	ISP in collaboration with OAS, <i>Alumni, Development, Intern'l Centers</i>	Summer 2004
1h	Monthly email updates to OAS Director, ISP staff, and Assistant Provosts regarding global trends and information and MSU data regarding international undergraduate recruitment	OAS	On-going
1i	Develop and implement a Pre-arrival housing mtg prior to each new semester	OISS	July / Early August 2004
1j	Improve communications between ISP and OAS regarding international student related activities (ie inform OAS staff in advance regarding participation in orientation activities)	OISS	Summer 2004
1k	Participate in requested presentations for visiting scholars of Institute of International Agriculture <i>and other international centers/institutes</i>	OAS	On-going

**2. Use research and assessment to inform recruiting and marketing.
(Objectives 1, 4)**

Item	Activity	Assignment	Status/Timeline
2a	Implement <i>regional</i> focus group of current international undergraduate students to assess effectiveness of recruitment activities & materials, email messages and admissions processing	OAS, <i>OISS</i>	Fall 2004
2b	Remain active in professional development & organized recruitment activities to stay abreast of new market trends and international developments	OAS	On-going
2c	Benchmark application, admit, and yield data with Big Ten	OAS	On-going
2d	Administration of Admitted Student Questionnaire	OAS	Summer/ <i>Fall</i> 2004

	[for entire 2004 freshman class – but international data will be extracted]		(<i>Maureen</i>)
2e	Develop feedback form to solicit information from alumni and MSU faculty/staff who recruit undergraduates abroad	OAS	Fall 2004
2f	Use IIE Open Doors and Atlas of Student Mobility to inform market choices	OAS	Summer 2004
2g	Develop data reports including performance indicators, and geographic and area of study diversity	OAS	Summer / <i>Fall</i> 2004

**3. Create integrated and coordinated media and communication strategy
(Objectives 1, 2, 3)**

3a	Determine primary messages for undergraduate international recruitment [coordinated with new OAS AD for Communications], highlighting academic and programmatic strengths and campus resources	OAS	Summer 2004
3b	Develop & implement communication campaign (email and/or hard copy) with international prospects	OAS	Summer 2004
3c	Develop & implement communication campaign (email and/or hard copy) with international admitted students	OAS	Fall 2004
3d	Develop new undergraduate international recruitment brochure	OAS	Fall 2004
3e	Review and enhance international content on OAS web site – consider page of prominent international alumni	OAS	Summer 2004 <i>Done</i>
3f	Participate in major re-design of OAS web site	OAS	Spring 2005

**4. Expand prospect and applicant pools and increase communication with each.
(Objectives 1, 2, 3, 5)**

4a	Promotional mailings to overseas schools, US domestic schools with high international populations	OAS	Summer/ <i>Fall</i> 04
4b	Callout to domestic high schools and community colleges with high international populations – build relationships & contacts with advisors/counselors	OAS	Fall 04
4c	Create awareness with domestic recruiters in OAS, Honors, JM, LB regarding presence of international students in domestic schools	OAS	Summer & Fall 2004
4d	Purchase names from ECIS registry	OAS	Completed Spring 04

4e	Hold on-campus conference for international high school counselors and overseas advisors in conjunction with domestic out of state counselors	OAS – pending funding	Target Summer 2005
4f	Participate in OACAC summer conference	OAS	Summer 2004 <i>Done</i>
4g	Email all alumni regarding 05 recruitment	OAS	August 2004
4h	Participate in ECIS Teachers Conference in Nice	OAS	Fall 2004
4i	Participate in Tri-Association Educational Conference (Mexico, South and Central American high school counselors) and American School Foundation fair in Mexico	OAS	October 04
4j	See individual regional recruitment appendices for specific market analysis and activities		
4k	College or major specific email or hard-copy to prospects from academic areas	OAS	<i>November 04</i>

5. Maintain and expand yield development

5a	Expand International Student Visitation for admitted student	OAS	Spring 2005
5b	Continue Phon-a-thon activity	OAS	On-going
5c	Send specific emails to admits including AED payment	OAS	On-going
5d	<i>Host USBT program for overseas adviser</i>	<i>OISS</i>	<i>Spring 05</i>

6. Maintain and create recruitment activities and communications to showcase diversity of MSU programs and to encourage application from wide geographic markets. (Objectives 1, 2, 4)

6a	Identify and exploit programmatic niches in specific geographic markets (e.g. El Salvador-Agribusiness Management; Malaysia-Nursing; Latin America-James Madison)	OAS	On-going
6b	See individual regional recruitment appendices		

7. Use financial aid effectively to increase applications and yield. (Objectives 1, 2, 3)

7a	Ensure that financial programs/ <i>scholarships</i> available to international students are highlighted in all communications	OAS	On-going <i>Brochure created August 04</i>
7b	Continue to award Global Spartan; <i>review current scholarship details</i>	ISP, OAS	On-going
7c	Continue to selectively award Spartan funds to international students	OAS	Began for Fall 2004

7d	Expand geographic criteria for Ontario Scholarship and change name to Global Neighbors Scholarship	OAS	Approved Summer 2004
7e	Exploring International Loan Program	Pending MSU funding	Summer 2004
7f	<i>Within context of recruitment</i> , develop scholarship funds with MSU alumni & parents	OAS	On-going
7g	Continue partial sponsorships of IIE applicants	ISP	On-going
7h	Collaborate with colleges and ISP through Strategic International Scholarship Committee for yield merit awards`	OAS	On-going
7i	Continue <i>to promote</i> value and cost effectiveness of MSU education	OAS	On-going
7j	Develop information for H and L dependents regarding in-state tuition policy	OAS	Summer/Fall 04

**8. Leverage technology and staff to continuously improve service.
(All objectives)**

8a	Expand email communications throughout application process ie pending materials, admits,	OAS	On-going
8b	Web application status check	OAS	Summer 2004
8c	Publicize Degree Navigator & ACTSIV	OAS	On-going
8d	Implementation of image work flow for transfer processing	OAS	Spring 2005
8e	Auto-articulation of transfer credit	OAS	Fall 2004
8f	Automate responses to app, transcript and test score receipt	OAS	Fall 2004
8g	Implementation of new international processing and application review; credit projection completed up front for limited enrollment transfer files	OAS	Begun Fall 2003 and on-going
8h	<i>Internal continued assessment of undergraduate processing efficiencies</i>	OAS	On-going
8i	Once per semester mtg between OAS and OISS to assess SEVIS I-20 process, refining the SEVIS transfer process	OAS and OISS	Fall 2004
8j	Develop web-based form for students to pay for express mail admit packet charge at time of admit	OAS	Summer 2004 (Mike)
8k	Develop on-line transfer housing reservation application	Housing and Food Services	2005
8l	Continue weekly international student walk-in hours	OAS	On-going

9. Expand professional development opportunities and staff visibility

9a	Continued attendance and presenting at state, regional and national conferences, e.g. NAFSA, AACRAO	OAS	On-going
9b	Leadership roles in professional organizations, e.g. CIS steering committee membership	OAS	On-going
9c	Participation in professional development opportunities, e.g. Baden-Wurttemberg Seminar	OAS	Sept 04 Done

10/4/04