The institution is a public, large research university situated in central Texas with an overall enrollment of approximately 40,000 students. The institution has an international student body that makes up 15% of the overall student body.

The institution is passionate about internationalization and would like to strategically position itself to grow international recruitment and retention. A dedicated sizable budget and charge will continue their efforts.

With a recruitment budget of $90,000, the institution is strategically focusing on the following: Data analysis on where their students are currently coming from, where they have continued international alumni relations, where they have the strongest feeder markets established and how to best advertise and recruit throughout these various locations.

As a larger, public research institution, the University has already established brand awareness/recognition and will primarily use digital marketing to increase yield. They will fund scholarships for international students, as well as using their budget focusing on funding student life activities for current international students and international student groups, with the goal of increasing satisfaction and retention among these students. These efforts focused on satisfaction and retention will lead to powerful word-of-mouth in the communities of the international students back home.
## BUDGET SUMMARY

<table>
<thead>
<tr>
<th>Recruitment Initiative</th>
<th>Projected Cost</th>
<th>Projected Activity</th>
<th>Additional Comments</th>
<th>Anticipated Outcomes (KPIs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Analysis</td>
<td>$15,000</td>
<td>Analyzing current students, past students, alumni and feeder markets. Secure visualization software to aid decision making.</td>
<td>Leverage internal and external resources for a thorough data audit.</td>
<td>Identify trends, enrollment funnel strengths and weaknesses, build a data-informed plan to drive recruitment moving forward.</td>
</tr>
<tr>
<td>Digital Marketing / Social Media Strategies</td>
<td>$25,000</td>
<td>Ad placements, social media content, geofencing</td>
<td>Deploy digital marketing and related analytics across emerging, sustaining, and growing markets.</td>
<td>New leads in target markets, and completion of enrollment tasks.</td>
</tr>
<tr>
<td>Sponsoring international student organization events</td>
<td>$15,000</td>
<td>Welcome events in the fall, IEW events, spring events and spring end of term</td>
<td>Current student satisfaction informs word-of-mouth promotion, arguably the strongest method of promotion and recruitment</td>
<td>Track current student participation, ask current students for quotes, testimonials, gather multimedia for digital and print promotion</td>
</tr>
<tr>
<td>Domestic International Student Recruitment</td>
<td>$10,000</td>
<td>Transfer Articulation Agreements, ED fairs w/community colleges, CC campus visits</td>
<td>Multiple fairs per term, including summer</td>
<td>Student applications. New linkages with potential partners.</td>
</tr>
<tr>
<td>Funding Scholarships</td>
<td>TBD</td>
<td>Award grants for merit, need, or for travel.</td>
<td>Funding may be sporadic.</td>
<td>Improve class yield and class profile.</td>
</tr>
</tbody>
</table>
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Large, Public Research Institution
Annual Recruitment Budget: $90,000

RATIONALES

Data Analysis

Data analysis of where current international students are coming from

Data analysis of where international alumni are located across the globe

Data analysis of where the institution has established feeder markets

The institution will start their journey by focusing on analyzing data of their current international student population, as well as past alumni. By possessing a deeper understanding of the primary locations of where their current student population is coming from, this allows the institution the opportunity to reinforce recruitment and marketing in these locations, as it’s likely there is existing brand awareness in these locations. Additionally, if they use active recruitment, they’re able to connect prospective students with enrolled students from their location who are living the experience. Secondly, the institution will analyze their international alumni network. The goal is to have a thorough understanding of where their international alumni are currently located around the globe, what success stories did the international alumni have, what is the status of the relationship between the institution and the alumni, what is the best way to reinitiate and strengthen the relationship and finally how can we cultivate these existing relationships to strengthen recruitment in these locations. Lastly, the institution will evaluate their primary feeder markets in comparison to their current international student population and international alumni network. They will evaluate their research and data and based on their findings, determine if there’s an opportunity to recruit in new feeder markets, or if they should continue in the already established feeder markets reinforcing brand awareness and relationships in these locations.

Digital Marketing / Social Media Strategies

Meet students and families where they are (tiktok, instagram, facebook, google ads)

Short 60-90 second videos

Highlight current students

Run campaigns, contests and provide university swag as giveaways

The institution is actively engaging in digital marketing and social media strategies to increase yield. They’re coordinating bilingual ad placements on both social media and google that correlate with their institution’s legacy, vision and value. Through their social media ads they’re able to target the location and age groups that they see as potential clients. They diversify their approach by using facebook to target parents and instagram to target students. Their ads are catchy, short with a clear call to action. Additionally, during the periods of active recruitment they use geofencing to target specific locations within the cities they’ll be visiting to build brand awareness prior to engaging with the prospective students at the educational fairs and highschool visits. Increasing the likelihood of students visiting the fairs and attending the presentations recognizing the institution’s name.

To generate content, the institution is strategizing with their global office, marketing department and digital marketing students to design class projects and internship opportunities allowing the students to gain real-world experience focused around digital marketing. The strategy emphasizes user-generated content directly from international students to be used on platforms most commonly used by Generation Z primarily tiktok, instagram and facebook.

For more information on these services, please visit
https://gatewayinternational.org/gateway-leadership-institute-s2022/
The students create short video clips of their day-to-day activities to be used in stories, as well as longer 30-90 second video clips with testimonials and a deeper look of their academic and student life. The program allows for a continual flow of user generated content that the institution can effectively use in social media campaigns. Additionally, the institution creates branded swag and giveaways for prospective students who engage with the social media campaigns.

**Funding Scholarships**

Funding scholarships for international students can provide a few strategic benefits to the institution. First, it allows the institution the opportunity to scout competitive students from across the globe who either excel in academics, or athletics, that can potentially add value to the reputation of the institution. Secondly, by providing scholarships to international students, the institution is creating a sense of achievement with the family of the international student. It’s a way to provide the families of the students the feeling that their children are receiving a special offer and make them more inclined to choose the institution providing the scholarship. Even by providing international students a partial scholarship the international students can still provide essential tuition revenue to the institution. Lastly, by providing international students scholarships the institution can focus on diversity initiatives and can focus on deserving students in destinations they feel are underrepresented at their institution.

**Supporting and funding events for international student clubs and organizations**

The institution understands the importance of retaining their international students, as well as the power of word-of-mouth and wants to ensure that their international student population is satisfied and truly enjoying their student experience at their university. By sponsoring campus events to increase support and involvement for the international students the institution is showing the students that they truly care about their experience. Additionally, by focusing on events that promote inclusion the institution is able to provide additional support ensuring the international students are able to integrate better. An active and involved international student community provides the institution the possibility of organic marketing back home, where families and friends of the students can see the experience their friend, or loved one is having. These efforts may not show an immediate ROI, but by allocating funding to sponsoring campus events for international students the institution will increase the likelihood of overall student satisfaction, increased retention and create future ambassadors for the institution.

**CONCLUSION**

With the budget of $90,000 the large public institution can effectively continue their efforts of increasing international student recruitment and retention. By focusing on data analysis and understanding which locations their current students are coming from, analyzing where their international alumni are currently located, engaging with these communities and evaluating their strongest feeder markets the institution can focus on marketing and continuing to build name recognition in these locations.

Additionally, they’re able to make the most of their student body through their peer-to-peer recruitment and social media strategies using the power of word-of-mouth and their existing international students to create user generated content.

By providing international students scholarships they’re able to use this technique to inspire the students to enroll

For more information on these services, please visit [https://gatewayinternational.org/gateway-leadership-institute-s2022/](https://gatewayinternational.org/gateway-leadership-institute-s2022/)
This is a good opportunity for the four-year colleges to recruit in-country international applicants, and an opportunity for the community college to partner with these four-year institutions to create transfer pathways for international students.

Rejected Alternatives

Several alternatives were discussed but ultimately ruled out. These include, active in-country representation, in-country advertising, marketing material translations, prospect name buys, and SMS messaging campaigns.

In-Country Representative

Hiring a country representative would be expensive and not feasible given the budget and the small recruitment team. Perhaps as international enrollment grows, the college can reconsider this solution, but as the internationalization efforts are so new, the proposed solutions will provide broader reach and larger returns on investment.

In-Country Advertising

Likewise, with such a small international presence, it is a bit premature to conduct in-country advertising which can be costly, will be difficult to determine return on investment, and other proposed solutions will provide larger returns.

Marketing Materials Translation

Translating marketing materials can be costly, is difficult to do well, and is a service that can be provided by many third-party vendors. While internationalization efforts are relatively new at the college, they should rely on services provided by third-party vendors.

In the long run, they can revisit this solution and may consider translating strategic recruitment pieces into a few key languages.

For more information on these services, please visit https://gatewayinternational.org/gateway-leadership-institute-s2022/

EducationUSA Campus Hosting

“EducationUSA is a U.S. Department of State network of over 430 international student advising centers in more than 175 countries and territories” (EducationUSA, n.d.). These advisors meet with students in their home countries to promote higher education in the U.S. on an international scale. From NAFSA, the college should work with EducationUSA to fly in one to two of their advisors to visit the community college campus and surrounding region. A $5,000 budget should be sufficient for these activities.

Incompatible Recruitment Strategies

There are several solutions that come at little to no cost to the recruitment budget that the college should also consider.

International Agents

The community college should also consider contracting with agents to improve international visibility, generate applications, and increase enrollment. This solution will not be funded through the recruitment budget, as generally, agents are paid on commission with the commission paid through enrollment fees/tuition after an international student they have recruited on behalf of the college is admitted and enrolled. This model for funding agents is preferred as it helps to ensure that agents are appropriately screening potential applicants and only encouraging qualified applicants with a high likelihood of enrolling to apply.

Transfer-In Fairs

As part of normal recruitment activities, the community college regularly hosts transfer fairs with four-year colleges in the region. Therefore, participation in these fairs will not come out of the dedicated international recruitment budget, but collaborating with the domestic team is an advisable, low-cost way to increase visibility.
case Study #11

for more information on these services, please visit
https://gatewayinternational.org/gateway-leadership-institute-s2022/

at the institution, while being able to recruit competitive students in both academics and athletics, as well as diversifying the student body with selection from underrepresented countries.

Lastly, by focusing on the student experience and sponsoring campus events for international student organizations that promote inclusion and integration the institution is able to provide the international students opportunities that increase student satisfaction and likelihood of retention. These sponsored events provide students with a deeper connection to the institution and lead to overall satisfaction, leading to future ambassadors and powerful word-of-mouth marketing.

Acknowledgement

With sincere gratitude to the generous sponsorship of the following organizations, Gateway was able to offer the Spring 2022 Gateway Leadership Institute and produce these case studies focused on international enrollment management. These inspiring organizations are truly committed to preparing the next generation of international education leaders.