The institution is a large community college situated in central Texas with an overall enrollment of approximately 60,000 students. The institution is highly committed to internationalization and has strategically positioned itself to grow international recruitment and retention. A dedicated sizable budget and charge will launch its efforts. Located in central Texas, the institution is focused on active recruitment in Central and South America, with virtual and online strategies for the rest of the world.

With a recruitment budget of $90,000, boots on the ground recruitment will be key in the success for the community college.

While Community College is not a common concept around the world, meeting students and their parents where they are at while executing the following five strategies will help tell the best story and stay engaged. In addition to the five strategies, the institution has also established an intensive English program allowing international students who do not satisfy English proficiency requirements the possibility of continuing their ESL courses until they’re ready to begin their academic journey at the institution.
## 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>Articulation Agreement &amp; Transfer-Out Fairs</td>
<td>$6,000</td>
<td>One large event per semester</td>
<td>$3,000 per in-person fair (virtual fair no cost)</td>
<td>Student applications. New linkages with potential partners.</td>
</tr>
<tr>
<td>Peer-to-Peer Student Ambassadors</td>
<td>$9,000</td>
<td>Email, social media, Zoon, and WhatsApp engagement</td>
<td>Leverage a provider platform to track/monitor activity</td>
<td>Increased student yield, decreased melt, and increased sense of belonging</td>
</tr>
<tr>
<td>Leverage website &amp; Virtual Campus Tour</td>
<td>$5,000</td>
<td>Build/maintain virtual campus tour. Keep the website fresh with current multimedia.</td>
<td>Virtual Tour quality and cost can vary substantially.</td>
<td>Prospect engagement, lead generation, and ROI touchpoint for new applicants.</td>
</tr>
<tr>
<td>Social Media &amp; Virtual Recruitment</td>
<td>$10,000</td>
<td>Lead and prospect generation. Drive applicants</td>
<td>Leverage digital marketing, geofencing, and IP Address</td>
<td>New leads in target markets, and completion of enrollment tasks.</td>
</tr>
<tr>
<td>Active Recruitment Travel</td>
<td>$60,000</td>
<td>Target market development, prospect and application generation</td>
<td>Target markets will be noted as emerging, sustaining, or growing to inform KPI expectations.</td>
<td>Applicants, admits, and enrolled students. New partnership opportunities for articulation agreements, research collaboration, and exchange/study abroad.</td>
</tr>
</tbody>
</table>

**Total**  $90,000

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

Case Study #3

A. Articulation Agreement with affordable four-year institutions w/ in-person recruitment

By establishing strategic articulation agreements with 4 year institutions throughout Texas, students who begin their academic journey at the community college can have a smooth transition to an affiliated institution, while saving a substantial amount of money on tuition their first two years of college. This strategy allows for students and families of students to have a deeper understanding of the value of a community college and be more inclined to begin their journey at the community college, while keeping in mind “it’s not where your journey begins, it’s where it ends”.

Transfer fairs are impactful in providing the affiliated institutions the opportunity to engage directly with the international students, while providing them with the essential information about their institution. The community college coordinates 4 events each year (2 events each semester, one virtual and one in-person).

In addition to establishing articulation agreements, the community college dedicates resources to developing pathways to more opportunities, as well as substantial hands-on support. The community college researches local job opportunities for the students to be able to participate in OPT programs that directly relate to the student’s field of study.

Not only do these opportunities provide the students a way to earn income, it allows the students to be able to gain valuable work experience in their field.

The community college has positioned itself as a logical first stop for international students due to the tuition savings, guaranteed transfer to a variety of universities, as well as potential job opportunities.

B. Student Ambassadors (Peer-to-Peer Program)

By establishing a student ambassador program, the institution can create a job opportunity for international students, while creating powerful institutional promoters. The student ambassadors are a valuable resource that enables prospective students to engage with current students and assist in increasing student yield through powerful Student-to-Student recruitment, marketing and word of mouth, while providing prospective students a sense of belonging through an exclusive first-hand view of the institution’s culture.

The student ambassador program allows the institution to connect prospective and enrolled students in meaningful peer-to-peer communication, connect prospective students to one another, connect students to the campus early in the recruitment pipeline and connect the institution’s student lifecycle management strategies to reportable aspects of the lived experience of students.

For more information on these services, please visit https://gatewayinternational.org/gateway-leadership-institute-s2022/
C. Leverage website & Virtual Campus Tour (10K)

- a. Landing pages in multiple languages
- b. Reduce text
- c. Virtual campus tour

By leveraging the website and virtual campus tour to appeal to international students and their families, the institution is able to convert more prospective students to potential leads. Translating landing pages in multiple languages allows families of students who may not have proficient English the opportunity to learn more about the institution, the processes and the value of their children beginning their academic journey at the community college.

Additionally, by reducing text on the website and showcasing the essentials the college is able to get the students and families to engage with a strategic call to action quicker and more effectively bring them into the funnel.

Looking to build beyond traditional campus tours, the community college strategically creates campus tours that showcase the international student experience. The international students produce user-generated video content in their native language to appeal to other students and families from their home countries, while showing the reality of their academic and student life journey.

D. Social Media & Virtual Recruitment (5K)

- a. Meet students where they are at (tiktok, insta, facebook)
- b. Short 60-90 second videos
- c. Highlight current students
- d. Run campaigns, contests and provide university swag as giveaways

The community college is strategizing with its Office of International Program, marketing department, 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. 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.
E. Active recruitment Travel (60K)

a. Fall Recruitment
   i. 10K (Mexico*)
   ii. 20K (Brazil*, Colombia*, Venezuela*)
   iii. *Destinations selected based on number of students in the US - source IIE

Open Doors
b. Spring Recruitment
   i. 10K (Mexico*)
   ii. 20K (Brazil*, Colombia*, Venezuela*)

The community college has decided to strategically focus active recruitment travel on destinations in Latin America. The destinations were selected based on the high volume of students from these countries who are already studying abroad in the United States. The lower cost of on-ground expenses during active recruitment allows the community college to get better value for their money, visit more locations, and visit the locations more regularly, establishing awareness and a deeper trust with the institutions they’re visiting.

Additionally, from the perspective of the student and the family, flights to and from Latin America to central Texas tend to be more affordable in comparison to destinations in Asia and Africa. Providing an additional added value to students and families further lowering the overall cost of the student’s academic journey. Additionally, by focusing on locations in the western hemisphere, time differences are a minimal factor allowing for easier communication back home. Lastly, due to the large Hispanic population in central Texas students from Latin America can have a sense of familiarity making the transition into their new home a bit easier.

RECOMMENDATIONS

With the budget of $90,000 the community college can effectively continue its efforts of increasing international student recruitment and retention. By leading with a diverse approach, it allows the institution the opportunity to implement a well rounded strategy and make the most of their resources. The institution is able to effectively highlight the value of starting the academic journey at a community college due to the cost savings and successfully being able to transfer to an affiliated institution with an articulation agreement. They’re able to make the most of their student body through their student - to - student ambassador program and social media strategies using the power of word-of-mouth and their existing international students to create user generated content. They’re able to use creativity, simplicity and logic to leverage their website and campus tour to appeal to international students and families. Lastly, they’re able to strategically select geographic locations for active recruitment that allow them to get the most out of their budget, while providing additional benefits to the future international students with cost savings on airfare, similar time zones and local communities with similarities in both language and culture.
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.