Enrollment Management is an institutional response and organizational concept to the challenges and opportunities that recruiting and retaining the right student body presents to a school. It is highly research-based and encompasses four key areas: Admission management, Retention, Research, and Marketing. The research is organized by a strategic plan that supports the institutional goals which may include recruitment, admissions, parent relations, external scholarships, retention, financial aid, and other areas relevant to enrollment. Enrollment management is essential for revenue optimization.
# Budget Summary

<table>
<thead>
<tr>
<th>Recruitment Initiative</th>
<th>Projected Cost</th>
<th>Projected Activity</th>
<th>Additional Comments</th>
<th>Anticipated Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>In Person Recruitment</td>
<td>$5,000/week Or $60,000/10 weeks And $10,000 for domestic travel</td>
<td>Making connections in-person and collecting leads</td>
<td>Multiple recruiters In-Country fairs and high school visits EducationUSA Domestic boarding/independent/community recruitment Yield Events Travel with consortia/conferences/related groups</td>
<td>Generating leads for further communication and interest</td>
</tr>
<tr>
<td>Partnerships</td>
<td>$10,000 for three staff members</td>
<td>Connecting with current and potential partners at related conferences such as NAFSA, APAIE, AIRC</td>
<td>Flights, hotels, conference fee, meals</td>
<td>Developing partnerships that can grow enrollments</td>
</tr>
<tr>
<td>Agents</td>
<td>$10,000</td>
<td>Developing training materials, resource materials and visits to agent offices abroad</td>
<td>Utilize as partnerships Eyes, ears, boots on the ground Enrollments per year in country Plan for 3 to 5 visits per year in conjunction with regular travel</td>
<td>Connecting with emerging and established markets</td>
</tr>
<tr>
<td>UniBuddy</td>
<td>$10,000</td>
<td>Connecting with prospective students with ambassadors/alum</td>
<td>Utilizing for orientation events (Unibuddy Community).</td>
<td>Connect and engage with prospective students/counselors/families to provide an additional touch of comfort</td>
</tr>
</tbody>
</table>

For more information on these services, please visit https://gatewayinternational.org/gateway-leadership-institute-s2022/
PMSI is a private, medium-sized, liberal arts institution located in a mid-sized city that has a high population of immigrants. With a full-time staff of at least 2-3 international recruiters, PMSI’s vision is to not only have a wide global presence, but also to become the region’s leading mid-sized liberal arts college, recognized for its commitment to affordability and quality education. The development of an International Recruitment Plan (IRP) has been identified as a strategic planning goal for PMSI.

As Higher Education Institutions (HEIs) begin to navigate through a post-pandemic world, it is important to revisit and reevaluate their recruitment strategies. The priority is to not only recruit, but also to yield and enroll international students. International students can be identified as any student who is required to obtain a visa to study in the United States. The IRP is to be a resource for other institutions at the liberal arts college level to use as a guide for their recruitment plans. The strategies in this IRP can be easily manipulated to fit the budget and goals of any 4-year institution.

With $120,000 in PMSI’s budget, the overall goal is to increase the size of the international student population on the campus by creating and implementing a recruitment plan specifically for international recruitment. International undergraduate and graduate recruitment are housed under the same International Programs office at PMSI. The budget is utilized for both undergraduate and graduate recruitment. The following recruitment strategies along with projected cost and activity include:

1) In-Person Recruitment Events, such as EducationUSA Events, high school fairs/visits, transfer fairs,

2) Partnerships with other community colleges and institutions to provide 2+2/3+1+1 opportunities for students to come through the pipeline,

3) Agents, those who would serve as the eyes, ears, and boots on the ground,

4) Unibuddy Digital Peer-to-Peer Connections, to connect and engage with prospective students, counselors, and family members, and

5) Swag and print materials to market the institution.

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Careful research is highly recommended when creating a recruitment plan. International Higher Education resources such as EducationUSA, IIE Open Doors, Studyportal are reputable and legitimate sources of such information. It is also recommended to use benchmark institutions to assist in the guidance of creating a plan. Be sure to include the experiences of the professionals in this field to support all recruitment strategies.

RATIONALES, ALTERNATIVES & KEY PERFORMANCE INDICATORS

Prioritized Recruitment Strategies

In-Person Recruitment

PMSI has allotted part of their budget to active in-country recruitment. In-country recruitment allows for in-person connection, visual representation at fairs, and high school visits, and provides opportunity to visit EducationUSA offices for presentations and visits all while connecting with students at various stages in the funnel to improve yield and brand awareness. PMSI casts its net wide with in-person recruitment while maintaining a strategy that makes sense for their size and resources.

EducationUSA events

- Utilize infrastructure that already exists within the domestic undergraduate and graduate admissions offices

- Capitalize on consortiums and conferences, such as state consortiums, athletic conferences, etc.

- Yield events while traveling

- High school visits

Transfer fairs

PMSI focuses its in-person recruitment on countries where there are established markets with the institution based on historic and current enrolments to build up recruitment numbers to pre-pandemic numbers and beyond.

While counselor fly-ins are a great long-term plan for recruitment and building rapport and pipelines with high school counselors, it is not among the top 5 recruitment tactics for PMSI.

By using a KPI of Cost per Leads, the recruiter will be able to look at the entire cost of the country visit and divide it by the amount of students who they were able to get to inquire to the university. This number would be the return on the investment of the trip. If the cost per student is low then the trip was worth going, as it would show that many students in that area were interested in the university. However, if it was high then the trip may not be worth the resources given.

PARTNERSHIPS

PMSI has a structure in place to develop a variety of articulation agreements that serve undergraduate and graduate student groups.

2+2 articulation agreements which include: Transfer Articulation Agreement with community colleges or international institutions.

3+1+1 3 years undergraduate at the student’s home institution, 1 year graduate at PMSI (counts as final year of undergraduate), 1 year graduate at PMSI. Students receive degrees from PMSI while reducing the cost for themselves by taking the first three years at their home institution.

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For PMSI to develop these articulation agreements, having a strong network is vital. PMSI sends staff to conferences where they can make connections, build rapport, and source potential partners for strategic articulation agreements and beyond. NAFSA, AIRC, and APAIE are the core conferences that PMSI sends staff to each year.

Pathway programs that lead from Intensive English Programs to full admission to a degree program are a lot of effort with minimal outcomes. PMSI prefers to put its time and resources into institutional partnerships, rather than attempt to develop a pathway program with low ROI potential.

AGENTS

PMSI has a pre-approved agent agreement template that they use to enter recruitment agent partnerships. These partnerships have no up-front cost, however, they are commission based. The commission does not come from PMSIs budget; instead it comes out of the tuition paid by the student. PMSI uses its budget towards visits to agents in conjunction with regular recruitment travel, as well as resource development and support.

PMSI did consider working with third party vendors such as CIALFO, however it is not within budget to expand to this platform currently and with the opportunity to return to in-person working with Agents is PMSI’s preferred option. PMSI does use the free version of CIALFO, though it is not as robust as the fee paying option.

Like partnerships, agents utilize the same Leads per Connection KPI as the partnerships. Individuals will be able to see if the agent is worth working with if the leads are many. Another KPI worth checking would be Leads per year from that country. By checking how many students come from that country year over year you can see if the agent relationship is worth having.

UNIBUDDY DIGITAL PEER-TO-PEER CONNECTIONS

It is important to PMSI that they remain relevant in the digital age. While Facebook is utilized for international recruitment, PMSI has noted a shift in student aged populations. Therefore, they do not want to create a Facebook page if they only use it to connect with a handful of institutions. PMSI made the decision to utilize Unibuddy to connect with prospective students in an engaging and relevant way on a platform that students are aware of. Unibuddy promotes peer-to-peer connections with partnering institutions, providing a platform for students to feel engaged and connected with their prospective universities. Unibuddy is a key piece to the enhanced yield at PMSI.

Eventually, PMSI would like to create an Alumni ambassador program including incentives, however it is not a priority and takes a significant amount of time and support from PMSI to keep Alumni feeling engaged and positive about their role.

Unibuddy is a wonderful tool that can help connect incoming students with current students. Many people can access this service on the website of the university. The best KPI to use is prospective students per connection. Students connect with a student or staff of the Unibuddy profile.

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Brad Wall of Southern New Hampshire University utilizes this program to the extent. He spends time connecting with his incoming students and the student ambassadors that he had grown to answer all questions. This level of connection makes individual students more comfortable with the university and the KPI of prospective students per Connection helps Brad continue to lead individuals to SNHU.

SWAG AND MATERIALS

PMSI has budgeted for both print materials and swag to market the institution to both students and families. This can have a strong impact, especially for brochures that are translated for specific markets. PMSI has also included a QR code on print materials so students and parents can easily access more information about the institution by using their phones. Print materials are easy to send ahead of time or print in the country and are a tangible reminder of the student’s experience with PMSI. Swag can also be sent ahead of time or easily travel with the recruiter. Additionally, picking the right swag can have staying power in the students’ household. Items such as magnets, stadium cups, lanyards, and branded phone wallets are a few examples. Pennants for high school counselor’s offices is also an example of swag that has staying power.

Online versions of brochures are more cost effective but can get lost in the clutter of digital information that students, parents, and counselors may be overwhelmed with. Similarly, digital swag is not a tangible reminder of PMSI, but can be more cost effective or useful in times of digital or remote connection. Digital swag also requires a level of collaboration and expertise with the marketing team and is not always a feasible or efficient option as it requires time and implementation.

Use of Material would be the best KPI for this. If the university buys many materials and notices that one of them is not being used as much, if at all they could remember to not buy those materials the next year.

A personal anecdote would be from Raghvendra Singh, during his time at University of Missouri Columbia. Here he used many different materials to recruit. One of the materials that he expected to be popular were Arabic translated documents. Since his university had such a strong presence in the middle east, he ordered many brochures for the trip he was taking. However, these materials were not as popular as anticipated and he realized that it may not be something he would want to do in the future, as the cost of the material was not worth it.

RECOMMENDATIONS

In-Person Recruitment

In a post-pandemic world, the PMSI understands the importance of building relationships with high school counselors, education USA counselors, agents and other academic partners around the world and hence will focus a large part of its financial budget in doing in-person international student recruitment around the world.

PMSI will utilize its own institutional branding in developing small-group cohorts with other PMSI as well as diverse institutions in planning small group recruitment efforts around the world. PMSI will additionally partake in Education USA fairs and center visits, thus developing a close relationship with Education USA counselors around the world and reach both prospective undergraduate and graduate student populations. PMSI working with its state’s consortium will develop opportunities to connect with international students present.
in its state at community colleges and high schools for domestic recruitment focusing on international students via transfer fairs and high school visits.

**Partnerships**

PMSI realizes that in an economically challenged post-pandemic world, it is vital to develop partnerships both with local institutions in the United States such as community colleges, but also international higher education institutions that are interested in developing a pathway of academic opportunities for 1+3, 2+2, 3+1 programs via a development of articulation agreements at various levels for its undergraduate programs. Realizing that cost is an important element for prospective students and their parents in their decision to choose a destination abroad, developing transnational partnerships with local higher education institutions would benefit in developing pipeline opportunities for prospective international student cohorts. The international admissions department of the PMSI working alongside its various academic departments will produce opportunities for international articulation agreements that would lead to academic pathways for cohort based prospective international students from global institutions. PMSI working with its transnational academic partners will investigate opportunities in developing micro-campus programs abroad, thus being able to provide international education overseas through a series of academic partnerships.

**Agents**

The PMSI through its active participation in AIRC and ICEF international groups will utilize its knowledge and connections in developing a network of education agent partnerships in various regions of the world.

PMSI will develop a series of training workshops and literature for its education agent partners to update and educate on all elements of international admissions and academic program knowledge. PMSI will require its agent partners to have credential certification from AIRC or ICEF or may require three US based institution references, before deciding to work and sign the contract with them. The commission model for PMSI would be a 15% commission on the first year’s annual tuition paid by the student after deducting any scholarship amount. The commission would be paid in the second semester after the student has enrolled in their classes and has paid their tuition in full. In case the student sent by the education agent may transfer-out from the institution, the PMSI would be asked to pay 5% commission of the first-semester’s tuition paid by the student to the institution.

**Unibuddy Digital Peer-to-Peer Connections**

The PMSI would utilize its active international student peer ambassador program which focuses on helping current international students to also be active on the digital platform of Unibuddy, however, in the case of Unibuddy the focus would be on helping incoming/prospective international students interested in learning more about the PMSI through its current students. The PMSI working closely with its current international students would provide a scholarship/stipend opportunity for its current international students in actively participating in the peer-to-peer ambassador program.
Swag and Materials

The PMSI working closely with its marketing department would develop a series of marketing materials and swag to be utilized for its virtual and in-person recruitment efforts. PMSI would develop special QR codes and digitally savvy marketing materials to connect with prospective international students virtually in different metaverse paradigms. PMSI would also have several swag giveaways for its prospective students and high school counselor packages as part of its marketing and international recruitment strategy.

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