

Appendix A. Increase the number of undergraduate international students in the University

The Undergraduate Admissions Office and the Office of International Education Services should collaborate on a strategic recruitment plan. The goals are stated in the initial International Programs document.

Goals: (i). Enhance the academic profile of its students, (ii) create a richer and more diverse student body and elevate the awareness of the University community about international issues, (iii) enhance the reputation of the University at the international level, and (iv) generate additional revenue.

Proposed Methodology: (a) Use international fairs focused on undergraduates, e.g. ECIS, AIEF and Linden, (b) take advantage of our location and visit Embassies to recruit scholarship students, e.g. Saudi Arabia, UAE, and Chile, (c) advertise in selected publications, e.g. AIEF which focuses on Taiwan, South Korea and China, (d) use membership activities, e.g. ECIS, and College Board; (e) take advantage of strong alumni groups, and overseas advising centers, such as, Recruit USA in US Embassies, (f) actively recruit international students locally (e.g., students from Korea, India and Thailand in Montgomery and Prince George's county) and encourage them to reach out to their relatives abroad, (g) send marketing materials to US Education Advising Centers worldwide, (h) attend regional conferences of State Department Advisors (Africa, Europe and Eurasia in 2007 and East Asia in 2008), (i) update Admissions website to encourage international student participation, (j) leverage international travel of UM faculty and staff.

Scholarship Funding: To be resolved: (a) a specific pool of funds for international student scholarships; (b) discounting tuitions up to a certain amount for a certain number of international students; if tuition generated funding is used, a change in current financial aid policy is needed.

Proposed Staffing: Estimate, ballpark: 2 full time staff members

Proposed Budget: Estimate, ballpark: \$80,000 for trips and related expenses

General Issues: (a) Must be able to accommodate the academic needs of the applicants, most demand for Engineering, Sciences, Business, and Music; (b) must require SAT's or ACT's; (c) must have staff that can return to the same geographic areas for follow-up and must be able to utilize the infrastructure of the University to assist in recruiting; (d) must have a 3 – 5 year funding commitment in order to achieve significant growth; (e) a prime target will be international high schools in the targeted countries or Thailand, South Korea, Malaysia, Japan, Singapore, Taiwan, Turkey, United Arab Emirates, Mexico, Brazil, Argentina and Chile. India and Saudi Arabia should be added to the list.

General Implementation Issue: Once strategy and funding are identified, work with the State Department to promote our efforts as a part of the marketing strategy.

Information from other institutions and organizations attached.

Georgetown University. Undergraduate recruiting budget, c. \$50,000 for trips only. 2 trips a year with a consortia of other schools, Columbia, Harvard, Duke, Princeton, Stanford and U. Penn. 2 staff members handle all recruitment and follow-up. Receives approximately 1000 applicants each year from abroad, enrolls 80 to 100 international freshman from a class of 1600, or 6%. Has \$200,000 full scholarships which covers 5 full scholarships at Georgetown.

Michigan State University. Undergraduate recruiting budget, c. \$80,000 for travel. Do not recruit in China, undergraduate market too large and too confused at this time. Have not done discounting. Have been successful with individual recruiting (not on tours) in some Latin American countries.

Ohio State University. Undergraduate recruiting budget, c. \$50,000 for 2 trips a year; 4 fulltime staff. Scholarship budget of \$132,000 for 20 students at \$6600 per student. Recruit in China, Malaysia, India and Taiwan; just began undergraduate recruiting 2 years ago. Are recruiting in the US for international transfer and high school students. Had 90 undergraduate international freshmen this fall, ½ are from within the U.S.

Oregon State University. Undergraduate recruiting budget, c. \$60,000. Have \$250,000 set aside for Oregon Plan, students receive in-state tuition for service to the State. Most students provide service in local schools. We believe this is a line-item from the State Budget.

Penn State University. Undergraduate recruiting budget, c. \$80,000. Only uses ECIS because they only focus on undergraduates. 1 fulltime staff member oversees the recruitment but others on staff travel as well. Visit many international high schools because the clientele are paying high fees and understand the finances involved with sending students overseas. Over 5 years their undergraduate population has increased by 200-300 students.

Purdue University. Undergraduate recruiting budget, c. \$100,000. Third largest international population among public schools in the country. Emphasis on China, Malaysia, Singapore, Thailand, Turkey, India, and Western Europe and has found good potential in Latin America. Use CIS and Linden tours, and some independent recruitment. 7 fulltime staff handle international recruitment, 5 of them also responsible for credentials review. Merit scholarships are available to international students. International students will have access to all new donor scholarships.

University of North Carolina at Chapel Hill. Undergraduate recruiting budget, c. \$15,000. International recruitment effort began in 2006 with visits to Shanghai, Hong Kong and Singapore. Goal: increase undergraduate international population from 1%-2%.

1 fulltime staff member oversees recruitment and file review. Participate in Davis United World College Scholars Program--12 high schools worldwide are sponsored by entrepreneur, Shelby Davis. Academically talented, low income students who attend these schools receive \$10,000/year toward college costs. Partner universities are invited to recruit these students and typically cover the remaining college costs. The program provides \$5,000 to participating institutions to help fund international travel. Merit scholarship funds are available to international students.

University of Texas, Austin. Does no international recruiting and have no separate funds for scholarships. Reserve 2% of freshman class for international students, includes special Texan international students.

The College Board. CB started a project with China in 2006 that has two areas of emphasis: implementing Chinese language courses in American high schools, and identifying talented moderate income students from targeted high schools in Shanghai and match them with interested U.S. colleges. Current partner universities include, Harvard, Brown, Penn, Northwestern, Williams and UNC Chapel Hill. Michigan and UT Austin initially expressed interest, but were unable to generate scholarship funding needed to support students. Georgetown and UVa will join next year and UM has recently been invited to participate. Partnership involves visits to high schools to interview students and reviews of high school records to determine student eligibility, and a commitment of scholarship funding for students. Issues specific to undergraduate recruitment in China:

- Higher education is virtually free, but is reserved only for the top 15% of students.
- The next 10% of students generally attend what we would consider vocational schools post secondary school.
- Remaining students have no in-country options. Many of these students are very strong academically and are looking for international education experiences.
- Most Chinese students have some awareness of U.S. high education, but the knowledge is general with specific institution knowledge of the following institutions, Harvard, Princeton, Yale and Stanford.
- Currently, the Chinese government disallows external testing of their students, so students travel to Hong Kong to take the SAT.
- College Board is working with confidence on changing this for the students identified in the targeted high schools, so the SAT can be administered locally.

