

Changing For Excellence

Business Case Goal Completion Report

Enrollment Management - International

Report Date

August 2016

Context

- International enrollments at KU, particularly undergraduate, have grown steadily since the University began minimal investments in recruitment abroad in 1997, but KU still has no formal unit in charge of international recruitment.
- KU has a highly rated, multi-faceted intensive English program, which broadens recruitment horizons and creates numerous opportunities for special programs.
- International student persistence rates are solid, and initial programs to further strengthen retention and provide focused academic support have clear potential.
- KU has not yet invested in the development of visiting (short-term) student programs, services to attract additional sponsored students, or articulation agreements with institutions abroad.

Goals

For each goal answer the following: What percent is this goal complete? If the goal has been met, please describe how it was met. If the goal has not been met, how will you be completing this goal or why will it not be complete?

- Create a unit with formal responsibility for international recruitment planning and accountability.
 - 100% complete.
 - The Office of International Recruitment & Undergraduate Admissions (IRUA), formerly a unit of the International Student Services, was established as a separate office with a new name and identity, fully staffed and relocated to room 45 Strong Hall in May 2013.
- Establish international partnerships and articulation agreements that yield steady growth in the form of quality international undergraduate student prospects.
 - 100% complete.
 - Formal university partnerships and articulation agreements are officially vetted by and established through the leadership of the Office of International Programs. Based upon contacts initiated through recruitment and admission activity, IRUA recruitment staff make recommendations for partnerships & articulation agreements to OIP, where Sue Lorenz, Director of Fulbright Programs and International Agreements, under Associate Vice Provost Susan Gronbeck-Tedesco's oversight, enacts memorandums of understanding. IRUA admissions staff facilitate the admission of international undergraduate students by processing applications and evaluating academic credentials for the transfer coursework of students who attend KU through these agreements.
 - The KU-Shorelight partnership made a significant contribution to fulfillment of this goal. With the development of the KU Academic Accelerator Program and the extensive Shorelight global marketing and recruitment network, this partnership promises to increase international undergraduate enrollment over the next 5-15 years. Having met the goals established for the first cohort in the 2014-15 academic year, it is anticipated that the growth projected will bring KU's international enrollment to new heights.

- Establish visiting student programs to tap the huge market potential among students who wish to come only for one- or two-semester programs.
 - 100% complete.
 - This goal was achieved by formally assigning Celeste Yaluk as the Sponsored/Visiting Student Coordinator. Visiting student programs are coordinated by the Office of International Programs, where she is employed. IRUA staff may identify potential partner institutions through outreach and recruitment activity. IRUA admissions staff process the applications and evaluate academic credentials for the non-degree visiting students who attend KU through these special programs.
- Create a sense of ownership and involvement in international enrollment goals and the internationalization concept among faculty and staff throughout the University, and develop strategic partnerships with academic departments and units such as Distance Learning and Continuing Education.
 - 100% complete.
 - IRUA effectively collaborates with many individual KU staff, faculty members and offices, including the Offices of Admissions, Marketing and Communications, Institutional Planning and Research, International Student Services, the Applied English Center, Study Abroad, International Programs, Graduate Studies, University General Counsel, Housing, Honors, all professional schools and academic divisions to promote KU to an extensive international audience and facilitate the admission of motivated and academically qualified students from throughout the world.
 - Furthermore, as IRUA has facilitated admissions and enrollment of students in the new KU Academic Accelerator Program, creating strong ties on the enrollment management side with CLAS and faculty in other KU academic departments as well as student service offices.
- Significantly increase and diversify investments in traditional international recruitment activities.
 - 100% complete.
 - Traditional international recruitment activities as planned and implemented by the Office of International Recruitment & Undergraduate Admissions staff are on-going and effective. International recruitment activities have been additionally enhanced by the KU-Shorelight partnership which works actively with a worldwide network of recruiters and educational placement agencies.

Overall, how did goals change during Changing For Excellence and what goals were added or removed:

- The unanticipated international enrollment management initiative of the KU-Shorelight partnership had a significant impact upon the newly-established IRUA Office. Logistics for implementation of the KUAAP program in Fall 2014 required rapid development of new admissions processes during the busiest period of the admission cycle, including the development of a new online application form and training Shorelight recruitment and admission staff. IRUA worked alongside AEC, ISS, and other university units to meet the goal of bringing 57 new international freshman & transfer students to KU for the Academic Accelerator Program and intensive English study in Fall 2014 and another 50 in Spring 2015. Ambitious growth goals have been established over the next 5 years, predicting an exponential increase in the number of international undergraduate applications in years to come.
- IRUA will continue to prioritize collaboration with Shorelight in all areas of international undergraduate enrollment management, including marketing and recruitment activity, revision and adaptation of admissions policies and processes, and further training of external partners, as necessary.

Challenges

- Careful oversight and follow-up are needed to nurture and fully develop over time the potential of new partnerships as they are created.
- KU's international brand needs to be clearly recognized but also protected as exposure increases through partnerships and advertising.
- International student markets can be volatile and are reactive to external forces that KU has no ability to influence; KU must diversify its student recruitment base and develop sustainable partnerships.

Describe if these challenges were encountered during Changing for Excellence and what unanticipated challenges occurred during the process:

- These are common and on-going challenges for any large public university that seeks to be successful in the international marketing and recruitment arena. The IRUA Office continues to build on KU's long history of excellence in meeting these challenges with nuanced understanding and commitment to the institution.
- A perennial challenge that institutions like KU face is to continually promote, while protecting the institutional brand. As KU's exposure to global markets continues to expand, a core challenge will be to maintain this vigilance and continually develop the mechanisms essential to upholding and promoting KU's image.
- In addressing these challenges, we have hired, trained and promoted IRUA staff who embrace state-of-the-art best practices in international undergraduate recruitment & admissions.
- The recruitment & admissions teams clearly communicate information about the University of Kansas to a broad and diverse population of prospective international undergraduate students and their influencers via a variety of effective communication tools.
- IRUA strives to scrupulously uphold the admissions standards established by the Kansas Board of Regents, KU professional schools and academic programs while encouraging well-prepared international undergraduates to pursue appropriate KU academic offerings.
- IRUA collaborates with staff in other KU offices including International Programs, Marketing and Communications, and General Counsel so that all international partnership opportunities are thoroughly reviewed to ensure that KU's interests are paramount. Oversight and maintenance of established partnerships is accomplished through efficient records and reporting, involving ad hoc or standing committees, and the assignment of individual staff in relevant units.
- In the development of marketing materials, IRUA's new communication coordinator has worked hand-in-hand with Marketing and Communications under the leadership of the Vice Chancellor of Public Affairs, the offices charged with oversight of the KU brand and appropriate representation of the university. Communication development included the implementation of a revised communication plan distributed through Hobsons CRM and various social media venues in addition to the establishment a free-standing International Undergraduate Admissions website, which is part of the integrated, all-KU admissions web site.
- IRUA has extended & refined recruitment outreach activity through development of enhanced & personalized communication via CRM, social media and other online platforms.
- IRUA's recruitment team has re-established the international student ambassador program, which utilizes current students & proactivity involved greater numbers of alumni volunteers in our direct and web-based recruitment efforts.

Opportunities

- To expand international enrollment, International Programs should reorganize, shifting the International Undergraduate Admissions area from International Student and Scholar Services into a new, larger unit,

which will have formal responsibility both for direct international recruitment and for the establishment of productive long-term relationships abroad.

- International students have unique needs: verification of financial ability, foreign transcript analysis and GPA conversions, verification of language proficiency, international credit transfer, immigration documentation, visa processes and regulatory compliance, cultural adjustment, and, for some, entry to KU via the AEC.
- Unlike domestic recruitment, international enrollment can be greatly enhanced by building on the global linkages of KU's international programs, faculty, researchers and schools – these critical links can be an effective foundation for long-term relationships that funnel international students to KU.
- Faculty support and assistance with international enrollment will be key in achieving optimal growth:
 - A willingness to partner with international entities and develop joint programs.
 - Sharing of international linkages and opportunities with International Programs.

Describe if these opportunities occurred during Changing for Excellence and what unanticipated opportunities were realized during the process:

- IRUA was re-structured and established institutionally and administratively as a free-standing office, now separate from ISS. This involved designing new office space and physically moving; creating a new identity on and off campus; revising current job duties for some staff and developing new position descriptions; hiring and training 4 additional staff; and preparing the first IRUA strategic planning document—all while maintaining the steady work flow required to admit new international undergraduates and non-degree seeking students to KU.
- To meet the unique needs of international students, IRUA admissions staff custom-designed an entirely new internal processing system--the CollegeNet ADMIT system--enhancing delivery & use of scanned supporting documentation, improving record-keeping & reporting capabilities, providing staff with a simplified set of tools to communicate internally with KU constituents & applicants throughout the admissions process. In addition, as directed by Senior Vice Provost Rosen, we have simplified, streamlined & centralized the online application for admission, so that all international undergraduate student admissions goes through a single KU entry point—the IRUA office.
- Building on already well-established relationships and global linkage, IRUA engaged in partnership activities with a variety of external collaborators, including the US State Department, the EducationUSA network, ETS, CollegeBoard, CHEGG (Zinch-China), CollegeWeekLive, Hobsons, Hotcourses, etc.
- IRUA contributed to the successful launch of the KU Shorelight partnership & the KU Academic Accelerator Program by adapting recruitment activity and admission processes to meet the Fall 2014 goal to enroll 50-70 new students and another 35-50 new students for Spring 2015.

Changing For Excellence Summary

Summarize the process to date and lessons learned. Provide specific future direction, next steps, and strategy for this business case. Indicate what metrics will be used to measure success:

- In the initial evaluation and project identification phase of the CFE initiative, Enrollment Management was conceptualized as a single larger initiative. Over the course of deliberations, and with broad involvement of the university community, it was decided to separate enrollment management into two distinct categories: domestic enrollment management and international enrollment management. This wise decision has enabled each CFE workgroup to accelerate its efforts and focus on the key strategies and elements of organizational change fundamental to our collective success.

- International Undergraduate Enrollment Management at KU has undertaken dramatic transformation since Changing for Excellence was initiated. When the initial Business Plan was developed, a vision of possibilities was outlined based on clearly articulated goals and strategies that would involve massive restructuring and reorganization affecting several offices. Many of the architects and enactors in the process have changed over these past 4 years but the vision remains clear.
- The Office of International Recruitment and Undergraduate Admissions (IRUA) has concluded eighteen months of operation as a free-standing unit, separate from the Office of International Student Services. In this period, two Annual International Marketing, Recruitment and Retention Plans have been published and we are able to report significant accomplishments. As the office matures, we aim to increase our capacity to fulfill our mission as we refine and accomplish newly-established goals and objectives that support the administrations international mission.
- The successful efforts of IRUA, the achievement of our goals well ahead of schedule, and the exciting opportunities that now lie before us to strategically expand and diversify our international population at KU are a testament to value of the CFE process and the positive transformational change that has come about.

Post-Changing For Excellence Updates (Completed Projects Only)

The CFE business cases, while complete for routine reporting purposes, are never considered done as they are constantly being monitored and grown. With this in mind, please provide your detailed strategies on the continued growth and development of these business cases. Information about how units continue to improve and innovate from these business cases should be addressed. Details could include information about refining processes, new projects, measuring success, metrics being reviewed, and other methods for understanding improvements.

STRATEGIES FOR CONTINUED GROWTH AND DEVELOPMENT IN THE AREA OF INTERNATIONAL STUDENT RECRUITMENT AND UNDERGRADUATE ADMISSIONS

Who We Are:

The Office of International Recruitment and Undergraduate Admissions (IRUA) is among the five units comprising International Programs (IP). As such, we share collective responsibility for the fulfillment of IP's mission and strategic planning goals, which are founded on the principles established in KU's Bold Aspirations.

IRUA Mission:

Promote, integrate, and support international and global dimensions throughout KU's research, teaching, and service endeavors through the recruitment, admission, and enrollment of international students on the Lawrence Campus.

Our Students:

KU's international student population continues to grow in size and diversity. As articulated in the CFE planning process, we have a broad mandate to strategically enhance KU's international student presence through partnership development, recruitment efforts, streamlining and enhancing admissions processes, and the creation of new articulation agreements with universities abroad. The recruitment and enrollment of both degree-seeking and non-degree-seeking international students are critical to our success.

Overview of Strategic Priorities for 2017:

- ***Mission Clarification and Differentiation:*** *The role of IRUA has changed dramatically in the past two years. Vested with the authority to determine an individual's admissibility to KU and the transferability of all postsecondary transfer credit earned abroad, IRUA manages all related policies and processes for an ever-growing international undergraduate population. These policies and processes must be continually evaluated as the university environment evolves. New partnerships enable IRUA to focus its*

efforts on the recruitment of students to KU beyond the suite of programs offered under the KU Academic Accelerator umbrella. Those areas include students from underrepresented areas of the world, graduate students, economically disadvantaged students, sponsored students, visiting students participating in a variety of programs, and international prospects who already reside in the United States and are seeking a university education.

- ***Diversification (countries of origin, economic, disciplinary, academic objectives):*** *KU's long-term strategy for achieving international student growth must focus on diversification of that growth. International recruitment, by its very nature, is subject to the unpredictable nature of our global political economy. IRUA's mission is to ensure KU's international population represents a healthy and sustainable balance in terms of countries of origin, means of financial support, graduate and undergraduate student ratios, academic interests, as well as students who are pursuing degrees and those who are here for their own study abroad experience. Diversification relates directly to financial stability, and to the founding principles of KU's community: access, inclusion, and equity.*

Three-Year International Recruitment Plan Overview FY2017 – FY2019

Now that the office is established, staffed, and three years of annual planning have led to successful growth in KU's international student population, the Office of International Recruitment and Undergraduate Admissions (IRUA) is enacting a three-year rolling plan for maintaining KU's presence abroad and cultivating sustainable recruitment efforts in new target markets. Recognizing continuity as an essential component of effective international recruitment, this approach will commit IRUA to phased outreach in a given market for three years. As a rolling plan, the primary target market will gradually shift to the secondary target market when the former becomes mature and the latter begins to emerge. This model will enable IRUA to drive sustainable growth by developing relationships, building momentum, and establishing the KU brand within priority markets.

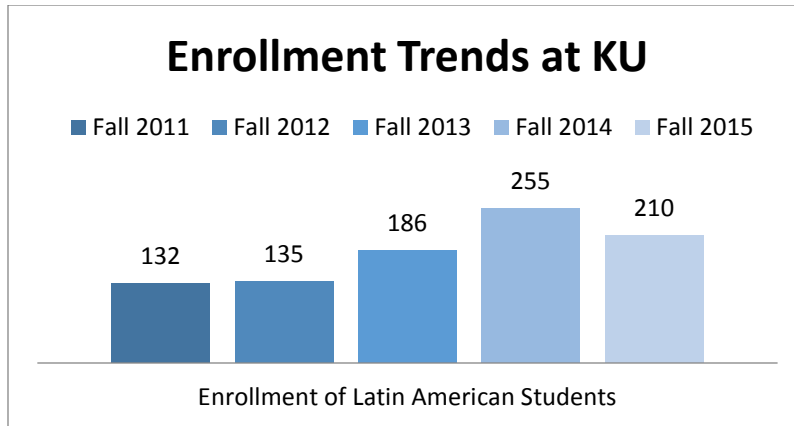
For FY2017 – FY2019, Latin America will be the primary target market internationally and Sub-Saharan Africa will be the secondary target market. International students currently studying in the US will continue to be a priority special population for ongoing outreach. In addition to these identified priority markets and populations, IRUA will engage in certain exploratory recruitment opportunities.

Target International Markets

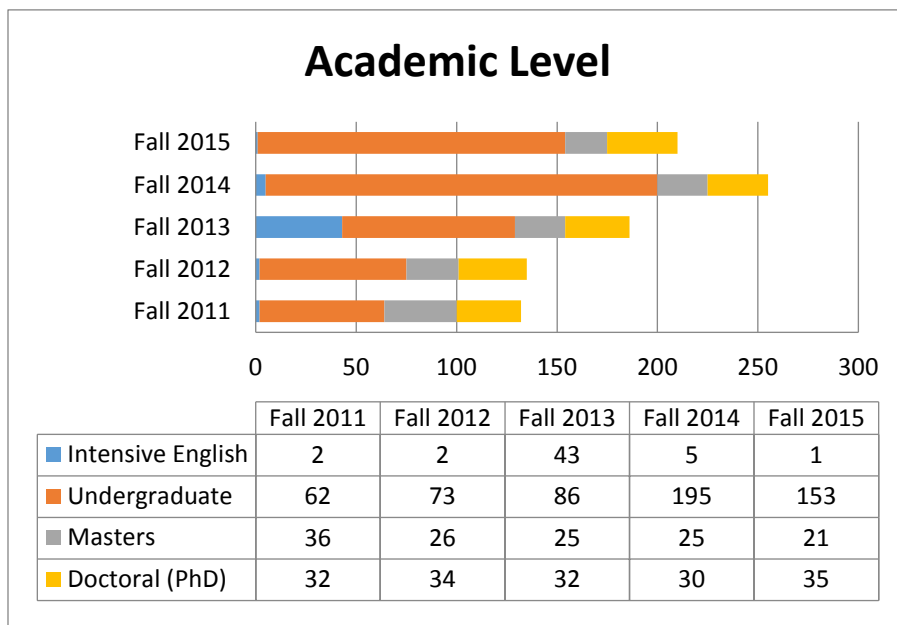
Latin America

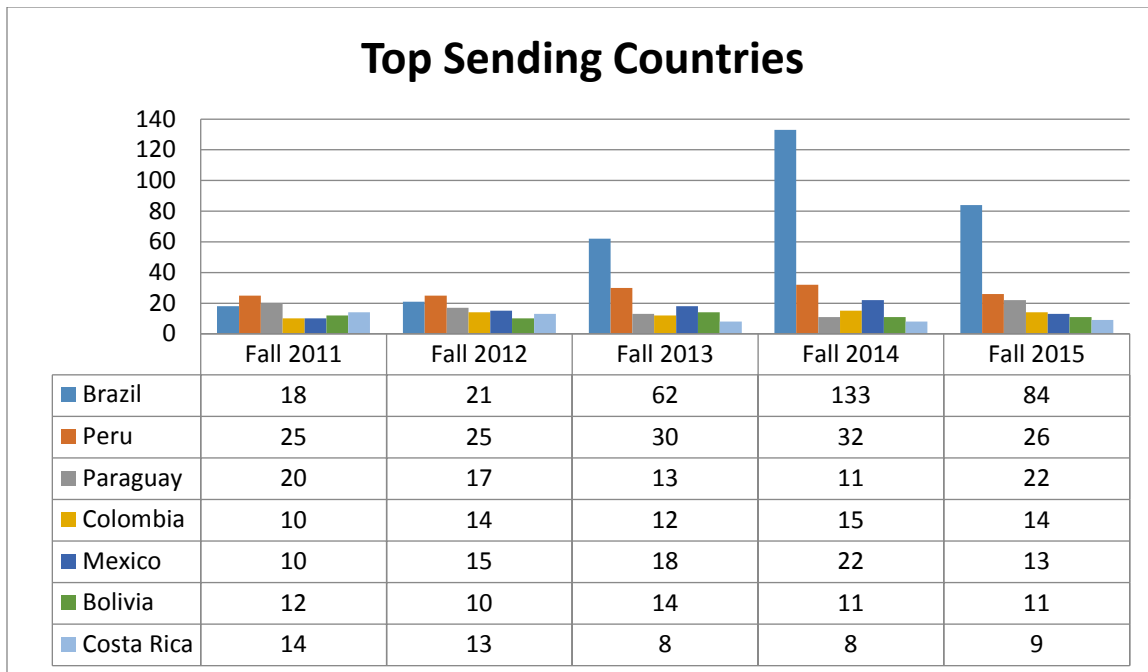
The region of Latin America represents a market with potential for both growth and diversification. Four countries in the region – Brazil, Mexico, Venezuela, and Colombia – were within the top 25 countries of origin for international students studying in the US for 2014-2015 (Open Doors 2015). At KU, Brazil, Peru, Paraguay, Colombia, Mexico, Bolivia, and Costa Rica all had double-digit enrollment for Fall 2015 (i.e. ten or higher students).

Recent growth from this region was largely driven by the Brazilian Scientific Mobility Program, a scholarship program through the Brazilian government which funded a year of study for undergraduate students in the Science, Technology, Engineering and Mathematics (STEM) fields. The temporary suspension and uncertain future of the program will continue to impact KU with declining enrollments of Brazilian students. However, this situation is reflective of the dynamic nature of international recruitment. It illustrates the need to diversify the approach to the market and establish long-term relationships in multiple countries.



Sources: Sunapsis and ISS Statistics





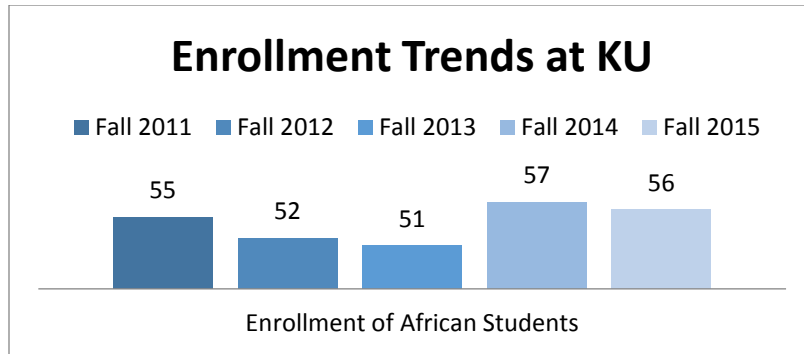
Sources: Sunapsis and ISS Statistics

Sub-Saharan Africa

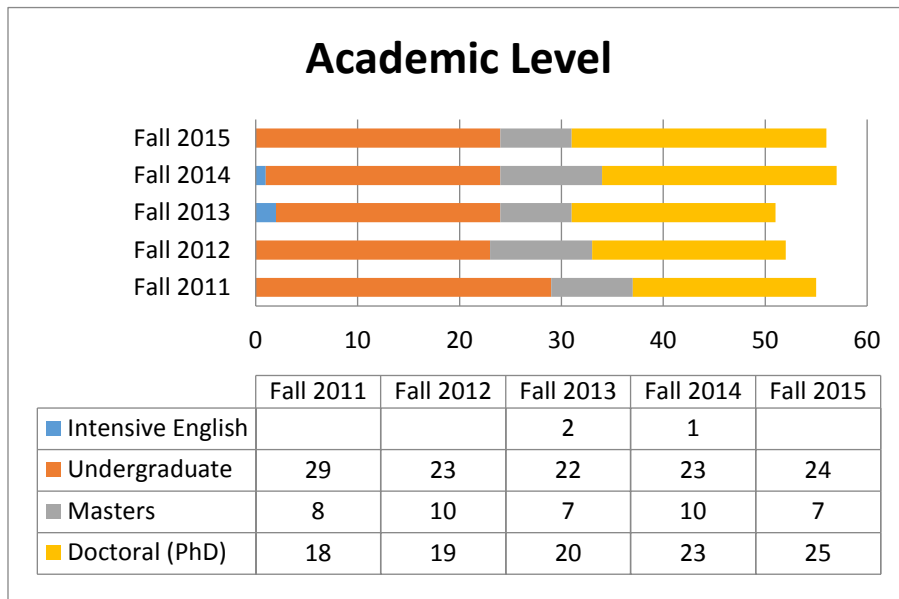
Sub-Saharan Africa is an emerging region of importance for long-term strategic engagement. Regularly highlighted by publications such as *Forbes* and *The Economist*, Sub-Saharan Africa is on the rise economically as one of the fastest growing regions. Additionally, many African countries do not currently have the capacity or resources to meet the demand for tertiary education and 1 out of 16 students pursue studies outside the country of residence. Dispelling the myth that all students from this region need scholarships to attend KU, 73% of the funding source for African students in Fall 2015 did not come from the University. When excluding doctoral students, the percentages increase to 92% at the undergraduate level and 79% at the master's level.

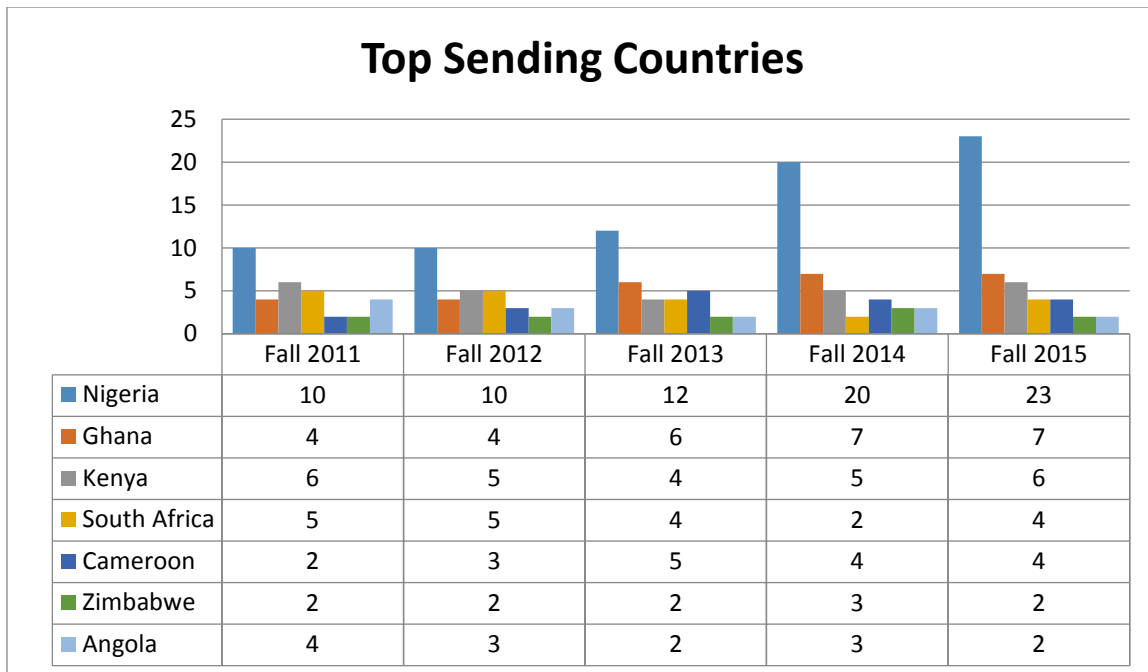
However, the region is complex with variations in economic and political stability among the different countries. Despite continued growth, the rate of growth has slowed due to global trends and regional risks. Some countries in the region experience high wealth inequality and funding does remain a primary barrier for many African students.

Nigeria, Kenya, and Ghana continue to be the largest sending African countries to the US and KU. The region overall is experiencing increased attention from US universities while competitors from Australia and the United Kingdom are aggressively active in the market. In this growth stage, the timing is ideal for recruitment and partnership development before the market becomes saturated. KU should not expect huge gains in this region, but rather, incremental increases contributing to enhanced diversification of the overall student population.



Sources: Sunapsis, EducationUSA, World Bank, ISS Statistics, and Open Doors.





Sources: Sunapsis and ISS Statistics

Year 1: FY2017

Latin America

Travel to the region will focus on a top-down approach to influence the influencers in student choice. With several existing connections in this relationship-driven market, IRUA will seek to make inroads in cultivating relationships and exploring new opportunities for growth. Traditional student outreach such as participation in US university fairs will be an element of overall travel plans, but not the primary focus.

- Objectives
 - Visit sponsoring organizations and government agencies to build relationships and identify new program opportunities.
 - Grow participation in the Jayhawk Semester Program through outreach to existing and potential partners.
 - Develop relationships with high school counselors and EducationUSA advisors who are influential in the student decision process.
 - Connect directly with students in different phases of the recruitment cycle.
 - Engage alumni internationally and identify opportunities for participation in recruitment efforts.
 - Collaborate with KU academic units to nurture existing institutional partnerships and explore opportunities for new linkages.
- Travel Plans
 - In Fall 2016, IRUA will plan at least one independent trip to Latin America and incorporate elements to address the objectives stated above. The trip will include coordinated travel of both Shannon O'Hagan and Celeste Yaluk to maximize the breadth and impact of efforts. Depending upon logistics, the visit to San Jose, Costa Rica might be planned as a separate trip.
 - Activities
 - Meetings and visits
 - Sponsoring organizations and government agencies

- EducationUSA advising centers
- High schools
- Existing and potential partner universities
- Shorelight office(s)
- Students and parents
- Workshops
- Alumni gatherings
- University fairs
- Destinations
 - Asuncion, Paraguay
 - Santiago and Iquique, Chile
 - La Paz, Bolivia
 - Lima, Peru
 - Bogota, Colombia
 - San Jose, Costa Rica
- In Spring 2017, IRUA will plan a follow-up trip to the region and likely participate in some activities coordinated by a third party provider. The trip will aim to build upon the progress made by the fall trip while also increasing the emphasis on direct student outreach and yield.

Sub-Saharan Africa

Travel to the African continent will focus on laying the foundation for recruitment growth. In Spring 2016, IRUA participated in an EducationUSA Regional Forum in Accra, Ghana and connected with EducationUSA advisors from throughout the region. This event provided opportunities to make initial contacts with key influencers of student choice and learn about the diverse range of opportunities in the market. In Fall 2016, IRUA will build upon this experience by participating in the International ACAC Regional Institute in Nairobi, Kenya. This conference will bring together high school counselors from throughout the region and will also include a college fair. Additionally, IRUA will coordinate with KU academic units and identify opportunities to support both existing and potential connections to the region.

International Students Currently Studying in the US

A. Kansas

Within the category of international students currently studying in the US, Kansas is consistently the highest sending state for KU. Although not surprising, this does present an opportunity for IRUA to enhance outreach efforts and drive growth without traveling internationally. IRUA will coordinate travel to feeder high schools and community colleges throughout the academic year. Visits will include meetings with counselors/advisors, student interactions, and possibly workshops.

B. Greater Seattle

Community colleges in the Greater Seattle Area enroll a high number of international students, making it a strong market for recruiting international transfer students. In the past three years, IRUA has twice participated in the bi-annual Greater Seattle International Transfer Fairs (Fall 2013 and Fall 2015) and has received applications from some of the schools visited. In Fall 2016, IRUA will again participate in the transfer fairs to connect with prospective students and build relationships with staff.

C. Other

IRUA will coordinate with the Office of Admissions to improve connections with other international students currently studying in the US. Collaborating with regional representatives, in particular, provides opportunities to extend the breadth and impact of outreach.

Other Opportunities

A. United Kingdom

Given recent changes in the United Kingdom, the US higher education market might gain a competitive advantage in attracting students currently studying in UK high schools and universities. If budget and timing allow, IRUA will participate in USA College Day 2016 in London. Hosted by the US-UK Fulbright Commission, this annual two-day fair attracts more than 4,500 prospective students. IRUA would participate as an exploratory step in gauging the market for future potential.

B. Malaysia

The University of Kansas has a longstanding relationship with INTI International University & Colleges in Malaysia. After visiting three INTI campuses in Fall 2015, there would be a benefit in returning to continue relationship building and student outreach. If it is not fiscally or logistically possible for KU staff to visit, IRUA will seek to engage current KU students who transferred from INTI campuses in outreach efforts.

Year 2: FY2018

Latin America

Travel to the region will aim to build momentum in the market. The objectives will generally remain the same, but the order of priority might shift. IRUA will strive to find a balance between top-down outreach and direct student recruitment. Coordination with Celeste Yaluk in sponsored and visiting program development with continue to be an emphasis area. Recruitment travel will include a combination of independent outreach and coordinated events. Ideally, IRUA will visit the region at least once per fall and spring semester.

Sub-Saharan Africa

IRUA will continue to participate in select recruitment events that build relationships with key influencers of student choice. Ideally, these events will also include opportunities for direct student recruitment. At least one trip to the region will be planned during the academic year. IRUA will also continue to support the efforts of KU academic units with ties to the continent.

International Students Currently Studying in the US

IRUA will likely continue with the same outreach initiatives as FY2017.

Other Opportunities

IRUA will assess current and emerging market conditions to identify exploratory opportunities for engagement.

Year 3: FY2019

Latin America

In the third year as a primary target region, the market should be nearing a stage of stable growth. Travel will include at least one recruitment trip during the academic year with the dual aim of student outreach and relationship development. IRUA will serve in a supportive role to ongoing efforts by Celeste Yaluk in sponsored and visiting program development.

Sub-Saharan Africa

With the market in Latin America nearing maturity, Sub-Saharan Africa will experience increased attention. In this phase, the two markets will have a nearly equal standing in outreach efforts. Travel to the region will likely include a coordinated recruitment tour to multiple countries with visits and university fairs.

International Students Currently Studying in the US

IRUA will likely continue with the same outreach initiatives as FY2017 and FY2018.

Other Opportunities

IRUA will assess current and emerging market conditions to identify exploratory opportunities for engagement.

IRUA Communications Plan

The continued growth of KU's international student population depends upon IRUA accomplishing its two main strategic priorities for 2017: to clarify and differentiate its mission from its Shorelight partners', and to diversify the international student population. Although the Shorelight partnership contributes in important ways to KU's international recruitment and enrollment efforts, there are still many student groups left for IRUA to cultivate. The *2017 IRUA Communication Plan* supports IRUA's differentiation priority by prescribing recruitment communications for markets relatively untouched by Shorelight and promoting routes to the university outside the academic accelerator pathways. A diverse international student population can sustain KU's international student growth in spite of political or economic volatility in the university's main feeder markets. The plan supports IRUA's diversification priority by complementing recruitment travel with e-mail and social media campaigns in underrepresented markets.

Further, the 2017 communication plan continues the development of ongoing communications efforts as we continue to assess outcomes and refine practices. Rates of interaction between inquiries and IRUA's recruitment communications decreased, indicating an overreliance on e-mail to communicate with this important constituency. Interactions with communication plans for admitted students also decreased, and more could be done to engage admitted students during the critical period between admission and arrival. Lastly, the implementation of a late application deadline has created a need to do more to encourage application completion. The 2017 communication plan addresses each of these situations.

Communications initiatives for 2017:

- Implement new communication plans for freshmen and transfer students residing in the U.S.; graduate students; and AEC-only students
- Segment the prospect pool by TOEFL score band for targeted prospect outreach
- Use e-mail, the web, social media, and telephone campaigns to support on-the-ground recruitment in key markets
- Revise the inquiry communication plan to promote more interaction between inquiries and the university
- Develop social media campaigns to keep admitted students engaged between admission and arrival
- Encourage application completion, using e-mail and phone calling campaigns

New Communication Plans

Communication plans for graduate students; freshmen and transfer students residing in the U.S.; and students with an interest in only an English language program will be critical to IRUA's mission differentiation. IRUA can still do much to identify prospective graduate students and reach out to them in an individualized way. Graduate students with strong English language skills, graduate students already residing in the United States, and students with an interest in select graduate programs are all markets IRUA can cultivate by connecting students with funding opportunities and faculty who share research interests. IRUA will work with the Office of Graduate Studies to choose target programs. IRUA will then work with academic departments to craft messaging and web content before initiating contact with prospective students through Graduate Studies' Prospect CRM.

The United States is another market into which IRUA can now make forays. Students who attend high school or community college in the U.S. do not need the same kind of acculturation as students who are educated abroad, making "domestic international" students unlikely to need the KU AAP. IRUA will identify these students with TOEFL and SAT student searches, filtering for level of study, international citizenship, and U.S. residential address. Special communications will target transfer students and freshmen as separate groups, presenting planning and recruitment topics of interest to either group.

IRUA is also now able to actively pursue students with an interest in only an English language program. The AEC enrolled 403 new ELP-only students between 2012 and 2015; historically, 80% of these students go on to pursue degree studies at KU. KU naturally achieved ELP-only enrollment of 102 students in 2012; prospecting ELP-only students, targeting communications to them, and increasing their numbers to 2012 levels could result in 20 more degree seeking students from the AEC pool than KU saw in 2015. IRUA will therefore purchase the names of ELP-only students from TOEFL and develop communications for them for the entire recruitment funnel.

TOEFL Score Band Segmentation

Segmenting the prospect pool by TOEFL score band also supports IRUA's mission differentiation, promoting routes to university coursework outside the portfolio of accelerator programs. 2017's TOEFL purchase will be divided into score bands, and communications to each will be developed according to the English language preparation students in each score band could expect: full time AEC, part time AEC/part time university coursework, or full-time university coursework. Targeting prospects according to TOEFL score band will enable IRUA to clarify KU's English language requirements and the process by which students are placed in AEC and/or university courses. Such segmentation also supports IRUA's diversification function by providing alternatives for students who cannot pay program fees in advance for an accelerator program.

On-the-Ground Recruitment Support

Communications support for on-the-ground recruitment efforts is critical to IRUA's diversification goals. Although IRUA has targeted communications by world region for the past two years, the 2017 recruitment cycle will see the office doing so in more specific ways, reaching out to students in underrepresented countries in regions identified as sites of recruitment travel: Central Asia, the Middle East, Africa, and Latin America. Travel in each region will be supported by e-mail and social media campaigns to prospects and inquiries during the international student recruiter's visit. In addition to inviting students to connect with the recruiter, these campaigns will highlight programs and partnerships of interest to students in the region, current and former KU students from the region, and KU teaching and research activity in the region. The e-mails will link out to special webpages that elaborate on KU's connections to the region. Phone campaigns to applicants will be executed prior to the international student recruiter's departure.

Inquiry Communication Plan Revisions

The response rate—or rate of clicks to the website from recruitment e-mails or replies to recruitment e-mails—for inquiry communications decreased for all but three e-mails in the 2016 inquiry communication plan: one message about academic options and two calls to apply. An introductory message to students who attended a virtual event saw the sharpest decrease—from 14% to 6.1%—perhaps because most of the leads were more than a year old. In general,

inquiry communications evinced decreased interest in academic quality and in generalized introductory information. Inquiries were less interested in connecting with IRUA on social media than in past years, too.

Such broad decline speaks to a need to rethink the ways IRUA reaches out to inquiries. The 2017 inquiry plan will take a more interactive approach, inviting new inquiries to Skype with the international student recruiter, to have their questions answered by student ambassadors, and to participate in an “Ask a Question” social media campaign. These approaches will ensure inquiries’ questions are answered in the most personalized and direct way possible. The plan will make these overtures early in the sequence of communications, so that when the time comes to use e-mail to talk about academic options or invite students to apply, the prospective students will have been engaged with KU for three weeks.

Social Media Campaigns for Admitted Students

Interaction with e-mail campaigns for admitted students decreased by 1% during the 2016 recruitment cycle, and although admitted student traffic to IRUA social media sites increased, interaction with those media increased only negligibly. IRUA now has the audience, the means, and the need to do more than e-mail this important constituency. The office will therefore implement two social media campaigns: a “Who are You?” campaign and a campaign in support of the annual IRUA video challenge. The “Who are You?” campaign will invite admitted students to send a picture and brief profile of themselves to IRUA’s social media; the annual video challenge campaign, which will feature the arrival stories of current students chronicled in cooperation with International Programs’ Communications Director, asks students to capture their journey to KU on video and share it with the KU community.

Encourage Application Completion

Pushing applicants toward completion became challenging during the Fall 2016 recruitment cycle because a new, late deadline of June 15 de-incentivized early completion of the application. It is likely that many Fall 2016 applicants intended to wait for offers from other schools before completing the KU application. In the spring of 2016, IRUA therefore undertook a campaign of e-mails and phone calls to incomplete applicants, which campaign emphasized the benefits of completing the application by an April 1 “priority deadline:” early receipt of the I-20, a head start on pre-arrival concerns, or a better choice of student housing. The campaign also announced a small number of \$1,000 travel awards were available for students who completed the application by the priority deadline. International Student Ambassadors volunteered to call students and speak with them in their native languages. The transfer coordinator contacted incomplete transfer applicants, offering to evaluate their credit promptly upon receipt of official transcripts.

April 1, 2016 will speak to the success of Spring 2016’s efforts, but the 2017 recruitment cycle will see a similar program of incentivizing application completion. On 20th day of Fall 2015, there were 397 incomplete applications left in IRUA’s pool; if an aggressive communication campaign targeting a comparably sized pool leads one in ten of applicants to complete, and IRUA yields 60% of its complete applications, such a campaign could result in as many as 24 additional enrolled students.

Communication Plan: FYR and TRF Prospects

Prospects with 2017 admit terms will be divided into three categories: transfer students within the U.S., freshmen within the U.S., and internationally prospected students. Prospects will receive weekly messages from August to September and January to February, with the final week targeting people who viewed or clicked any link in the introductory messages. The primary call to action will be to complete a Hobsons survey to learn more about the university (and move down the funnel to an inquiry state), but message six and the message to people who clicked an introductory e-mail will encourage people to apply. The e-mails will be sent using Hobsons CRM.

1. Intro: Transfer in U.S.
Intro: FYR in U.S.
Intro: Other internationally prospected students
2. Visit (Transfer and FYR within the U.S.)

- Intro to Shannon (Other internationally prospected students)
- 3. Academic options
- 4. Transfer Credit (TRF within the U.S.)
Academic Enrichment (All others)
- 5. Career Services (TRF within the U.S.)
Value (All others)
- 6. How to Apply/Priority Deadline
- 7. Target views for #1—fill out survey
Target clicks for #2—apply

Communication Plan: FYR and TRF Inquiries

Inquiry communications to freshmen and transfer students with 2017 admit terms will be sent using Hobsons CRM. For six weeks, inquiries will receive weekly messages encouraging them to interact with IRUA and apply for admission.

- 1. Invitation to Skype
Invitation to visit (students in U.S. only)
- 2. Ambassador Intro
- 3. “Ask a Question” invite
- 4. Virtual tour
- 5. Academic Options
- 6. How to Apply/Priority Deadline

Additional Inquiry Communications: (1) Thanksgiving wishes (2) Monthly call to apply (3) Message to unsubmitted applicants (sent using ADMIT) (4) Response to SAT/ACT score senders

Communication Plan: FYR and TRF Applicants

Communications marked with an asterisk (*) will be sent using Hobsons CRM. All others will be sent using ADMIT in cooperation with the Admissions Coordinator, Processing and Technical Support.

Upon application:

- System generated acknowledgment e-mail
- Instructions for transfer students
- Instructions according to academic program—Business, Architecture, Communications, Design, Dance, Engineering, Music, Pharmacy, Art, Psychology, Education, Journalism, Health Professions, Undecided
- 1. At seven days—Community (Lawrence)*
- 2. At seven-ten days—Student checklist access e-mail
- 3. At 14 days—Community (Campus)*
- 4. At 21 days—Academics (Undergraduate Research)*
- 5. At 28 days—Academics (Faculty)*

Throughout application process:

- Checklist update from processing staff
- Withdraw e-mail
- Deny e-mail
- Deny letter

- Reminder to early applicants
- Final call to complete application checklist
- AEC option e-mail
- Pre-admit e-mail—the student is admitted, based on the credentials we have; the e-mail asks for more current credentials
- TOEFL or IELTS required e-mail
- COEL Degree to AEC e-mail

Additional Applicant Communications: (1) ISB Student Satisfaction Campaign* (2) Invitation to defer

Communication Plan: FYR and TRF Admits

Communications marked with an asterisk (*) will be sent using Hobsons CRM. All others will be sent using ADMIT in cooperation with the Admissions Coordinator, Processing and Technical Support.

1. Upon admission:
 - Admit e-mail
 - Admit letter
 - ISS Director Letter*
 - Visit invite postcard (students in U.S. only)*
2. Seven days from admission—Pre-arrival e-mail with link to ISS pre-arrival info*
3. 21 days from admission—call to connect with student ambassadors*
4. 35 days from admission—academic quality*
5. 42 days from admission—call to connect on social media*
6. 49 days from admission—student-to-student e-mail*
7. At any point following admission:
 - Confirm attendance reminder
 - Transfer credit evaluation
 - Unofficial transcript reminder

Additional communications to admits: (1) Withdraw e-mail (2) Breakdown of transfer credit (3) Super Hawk Note with link to ISS pre-arrival information

Communication Plan: Graduate Students

Communications to prospective graduate students will be highly targeted toward students with an interest in programs to be identified by IRUA and the Office of Graduate Studies. Weekly e-mails will be sent to inquiries for five weeks using Prospect CRM.

1. Program Overview From Dean
2. Research Opportunities from Professor
3. Funding Opportunities
4. Why KU
5. How to Apply

Communication Plan: ELP-only Prospects

Weekly e-mails will be sent to prospects for five weeks using Hobsons CRM. The campaign will introduce prospects to KU, the AEC, and the international student experience in broad, generalized terms. The goal for Weeks 1-3 will be

to pique prospect interest, which will be measured in e-mail replies and clicks through to the AEC website. The e-mail for Week 5 will call upon the prospects to apply.

- Week 1—Intro to KU
- Week 2—Intro to AEC
- Week 3—Intro to ISS
- Week 4—Campus Life
- Week 5—Apply

Communication Plan: ELP-only Inquiries

Weekly e-mails will be sent to inquiries for five weeks using Hobsons CRM. The campaign will discuss the AEC and the student experience in more specific terms. Each e-mail will call upon the student to apply. The campaign's success will be measured in applications.

- Week 1—AEC Quality
- Week 2—AEC Value
- Week 3—Ahmed Video
- Week 4—KU
- Week 5—Apply

Communication Plan: ELP-only Admits

Weekly e-mails will be sent to admitted students for four weeks using Hobsons CRM. The campaign will discuss pre-arrival concerns and features of KU that make it different from its peers. Aiming to better connect admitted students to KU, each e-mail will come from a member of the campus community.

- Week 1—Representative Welcome/Pre-arrival
- Week 2—Student Welcome/Campus Experience
- Week 3—Instructor Welcome/Academic Experience
- Week 4—Ambassador Welcome

Communication Plan: TOEFL Score Band

Prospects will be divided into score bands and sent weekly messages for five weeks from Hobsons CRM. The communication plan will develop the theme “A good way to start your university experience” and run from late September through October.

- All score bands—English requirements, with emphasis on no minimum for admission
- AEC Advantage
 - No AEC—immediate start on university coursework
 - 1-2 semesters AEC—start university coursework while improving your English
 - Three semesters AEC—start university coursework confident in your proficiency
 - Four semesters AEC—KU wants you to succeed; provides necessary support
- AEC Experience
 - No AEC—“Classes” video
 - 1-4 semesters AEC—Ahmed's journey
- AEC Resources
 - No AEC—International Student Services
 - 1-2 semesters AEC—Cross cultural advising

- 3-4 semesters AEC—Student activities
- All score bands—Call to apply

Communication Plan: Incomplete Applications

In February 2017, students with incomplete applications will receive 4-6 e-mails about various advantages to completing the application early. The messages will be sent using the ADMIT system. Students with incomplete applications will also receive a phone call from a student ambassador.

1. Travel award message to general pool
2. Targeted travel award message from International Student Recruiter
3. Credit evaluation message from Transfer Coordinator
4. Priority deadline #1: quicker processing
5. Priority deadline #2: housing
6. Priority deadline #3: early start on visa application

Communication Plan: On-the-ground Recruitment Support

Communications in support of on-the-ground recruitment will comprise e-mails, telephone calls, and social media posts. E-mails will direct students to special country- or region-themed webpages. Content will vary from country to country, but each campaign will follow the same basic template.

1. Prior to departure: Shannon Travel announcement, invitation to connect
2. Prior to departure: Phone call to applicants
3. In-country e-mail #1: Academic programs of interest to the region/country
4. In-country e-mail #2: Teaching and research activity in the region/country
5. In-country social #1: Shannon travel announcement, invitation to connect
6. In-country social #2: Student/alumni testimonial
7. In-country social #3: Student organizations
8. In-country social #4: Campus representation

Communication Plan: Future FYR's

Freshman prospects and inquiries with admit terms 2018-2020 will be sent weekly e-mails for four weeks from the point of entering the CRM.

1. Why KU
2. Intro to IRUA
3. Admission requirements
4. How and when to apply

Additional communications to juniors: (1) Application countdown (2) Application announcement (3) SAT and ACT responses to juniors who send scores

Communication Plan: Future TRF's

Transfer prospects and inquiries with 2018 and 2019 admit terms will be sent weekly e-mails for four weeks from the point of entering the CRM.

1. Intro to IRUA
2. Admission requirements
3. Transfer credit
4. How to apply

Social Media Campaign: Who are You?

The “Who are You” campaign will supplement the plan for admitted FYR’s and TRF’s. During the month of May, admitted students will receive frequent invitations to introduce themselves to the KU community by posting photos and video to IRUA’s social media. Invitations and reminders will be sent according to the table below.

Date	Communication	Media Used
4/28/2017	Invitation to Participate and Welcome Video	E-mail, FB, Twitter, and Weibo
	Invitation “Flyer” #1	Instagram
5/3/2017	Reminder	FB, Twitter, and Weibo
5/5/2017	Reminder	FB Twitter, and Weibo
5/12/2017	Reminder	E-mail, FB, Twitter, and Weibo
	Invitation “Flyer” #2	Instagram
5/17/2017	Reminder	FB, Twitter, and Weibo
5/19/2017	Reminder	FB, Twitter, and Weibo
5/26/2017	Last Chance	E-mail, FB, Twitter, and Weibo
	Invitation “Flyer” #3	Instagram
5/31/2017	Reminder	FB, Twitter, and Weibo
6/2/2017	Reminder	FB, Twitter, and Weibo

Social Media Campaign: IRUA Video Challenge

The International Jayhawk Video Challenge will also supplement the plan for admitted FYR’s and TRF’s. From mid-July to mid-August, admitted students will be invited to capture their arrival at KU on video and submit it to IRUA. Submissions will be featured on IRUA social media, and the winner will receive a KU “spirit pack.” Invitations and reminders will be sent according to the table below.

Date	Communication	Media Used
7/7/2017	Challenge to participate and Puteri video	E-mail, FB, Twitter, and Weibo
	Challenge Flyer	Instagram
7/10/2017	Ambassador Arrival Story #1	FB, Twitter, and Weibo
7/12/2017	Reminder	FB, Twitter, and Weibo
7/14/2017	Reminder	FB, Twitter, and Weibo
7/21/2017	Challenge to participate and Juliette video	E-mail, FB, Twitter, and Weibo
	Challenge Flyer #2	Instagram
7/24/2017	Ambassador Arrival Story #2	FB, Twitter, and Weibo
7/26/2017	Reminder	FB, Twitter, and Weibo
7/28/2017	Reminder	FB, Twitter, and Weibo
8/4/2017	Challenge to participate and Zeyad video	E-mail, FB, Twitter, and Weibo
	Challenge Flyer #3	Instagram
8/7/2017	Ambassador Arrival Story #3	FB, Twitter, and Weibo
8/9/2017	Reminder	FB, Twitter, and Weibo
8/11/2017	Reminder	FB, Twitter, and Weibo

Summary

The Office of International Recruitment and Undergraduate Admissions has two main strategic priorities for 2017: to clarify and differentiate its mission from Shorelight LLC's, and to diversify KU's international student population. The 2017 communication plan differentiates IRUA's mission from Shorelight LLC's by especially targeting freshmen and transfer students within the United States, graduate students, and students with an interest in only English language programs. It further differentiates IRUA's mission from Shorelight's by promoting paths to the university for students for whom the language development and acculturation of the accelerator programs would be redundant. The plan diversifies KU's international student population by supporting recruitment travel in underrepresented countries.

In addition to taking new initiatives, the 2017 communication plan improves upon 2016's efforts, developing more interactive communications for inquiries, creating social media campaigns to bridge the gap between admission and orientation season, and encouraging application completion with e-mail and phone calling campaigns. As we move into a three-year strategic requirement paradigm, the communications aspects of the plan will need to continually evolve to ensure efficacy, leverage new opportunities, and accelerate the momentum we are building in new target markets for KU. Also critical will be the maintenance of ground KU has established in the global recruitment realm through decades of investment.