

VALENCIA COLLEGE

**Plan for Scaling
International student enrollments to
2,500 by FY2122**

12/9/16

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I. Executive Summary

Valencia wants to continue growing international student enrollment in order to support the college's goal to prepare students to live and work in an interdependent and multicultural world, while having the knowledge, skills and attitudes of a competent global citizen. The proposal outlines a set of strategies that will significantly increase the international student degree-seeking enrollment (defined as students paying out-of-state tuition on an F or J visa) over the next five years. These strategies are designed to update our operational model in order to reach the ultimate enrollment goal of 2,500 international students by fall 2021.

It is anticipated that an enrollment of 2,500 would increase Valencia's national ranking from 13th to 5th for international enrollment at Associate degree awarding institutions as reported by the Institute of International Education (IIE) Open Doors Report. Additionally, the increase in enrollments is projected to result in an almost threefold increase in revenue by the end of the five-year plan. Our current model generates approximately \$10.8M in revenue, with approximately \$1.2M in expenses (recruiting/student support services). By 2021, we project a revenue model of \$29M, with \$3M in expenses.

One of the top challenges will be the lack of student housing. Due to the tight rental market, it is already becoming more challenging for students to secure housing near campuses. In the short term, we can somewhat mitigate this issue by providing more housing coordination services. However, with strong increases in enrollments projected over the next five years, this issue will become more of an obstacle over time.

In addition, as we seek to dramatically increase international student enrollments, we need to understand how these students contribute to the college's internationalization efforts and identify how we can best support them. We would create a college-wide committee that would lead a process of internationalization. The committee would be composed of stakeholders across the college from different levels and would work on assessment, reporting, communication, coordination of efforts, and making recommendations.

The proposal includes strategies for increasing enrollments and supporting additional students, enrollment and revenue projections, as well as a summary of the incremental investment required to achieve this goal. The ideas from the proposal connect to the 5-Year Global & Continuing Education Strategic Plan and the annual International Student Recruitment Plan.

II. Introduction

Over the past five years, Global and Continuing Education has been very successful in increasing international student enrollment in degree programs at the college. In fall 2012, there were 388 F-1 and J-1 visa international students enrolled and in fall 2016 the enrollment reached a record high of 1,036. The proposal aims to build on the solid foundation that has been created, to continue the work already in progress, and to implement new and aggressive recruitment strategies to reach the five-year goal. The outlook for continued growth looks strong as evidenced by the latest global mobility figures from the 2015-2016 Open Doors report indicating that the U.S. is still viewed as the top study destination worldwide and that the overall number of international students in the United States increased by seven percent reaching over one million students for the first time.

The strategies presented below are listed by fiscal year. A primary strategy to support this initiative will be to expand staff locally and abroad by developing new positions and adding headcount as appropriate. In International Student Recruitment and Global Engagement (Recruiting), we would add new positions in the areas of recruiting and agent development and new overseas regional recruiters in our top target markets. In International Student Services (ISS), we propose adding an assistant director of admissions to support aggressive admissions goals, as well as new positions in the areas of transcript evaluation, technical support, and student services coordination. Additional headcount in Recruiting and ISS will be required over time to support lead responsiveness, the generation of applications, admitting, and advising students. We would fill some new positions at the beginning of the 5-year period, and stagger the rest based on growth and other factors.

Another major strategy is to focus on increased marketing in order to receive more inquiries from prospective students. The marketing strategies primarily focus on digital media such as online advertising with Facebook, Google, and creating more online college profile pages which create generation. Marketing strategies also include the development of more web content such as videos and translated information that can be utilized by recruiters and agents.

Finally, a third significant strategy will be the expansion of our agents and funds for agent commissions. This work will be supported by an agent manager (one of the positions referenced above) who will be charged with vetting, training, and evaluating agents. As part of their work, they will be tasked with traveling internationally to visit agents in their home country, training agents, evaluating their performance, and conduct joint recruiting efforts as appropriate.

III. Strategies

A. Strategies for FY 1718

1. Recruiting – Hire an agent manager to develop agents and increase the number of international students recruited by agents. The new manager will review prospective partner applications, oversee all agreements and commission payments, as well as train and evaluate agents. This position will have a goal of more than doubling the total number of agent agreements to 150 - 200 and increasing the total number of degree- seeking international students recruited by agents to 150 per year (currently we have 25 students from agents). To obtain this goal the agent manager will need to attend events held by such organizations as the International Consultants for Education and Fairs (ICEF) and the American International Recruitment Council (AIRC) where they will meet a network of available partners.
2. Recruiting – Hire a manager to focus on international student recruitment. The new manager will be responsible for managing the CRM communication plans, print materials and digital recruiting strategies such as social media and online marketing profiles such as Study in the USA and Hotcourses. The recruitment manager will have a goal of increasing our online leads by 50%.
3. Recruiting – Target new cities in existing markets and maintain a strong and recurring presence in our top sending countries such as Brazil, Colombia, the Bahamas, Morocco and Jamaica. Increase recruitment travel to attend college fairs, visit high schools and meet with partners abroad. Additional funds will cover travel to new markets such as India, China, Mexico, Jordan, Kuwait, Costa Rica, UAE, and Azerbaijan.
4. Recruiting – Hire a recruitment specialist in Vietnam to create a constant presence in Southeast Asia. The regional recruiter will attend college fairs, visit high schools, train and meet with agents, and handle communications with students in the region. The recruiter will have a goal of doubling our degree student population from Vietnam to 100 and will have goals for neighboring countries visited. The recruiter will visit Orlando once per year to stay up-to-date on policies and procedures and meet with students.
5. Recruiting – Reclassify the current position of Administrative Manager, International Program Development to an Assistant Director. The Assistant Director will focus on developing short-term partnerships and grants to produce a regular flow of incoming short-term students. These partnerships will include joint degrees, dual degrees, and certificate programs options. This

person will also apply for grants or other special programs which lead to international enrollment. The goal will be to have 75 international students per year enrolled through short-term partnerships in five years.

6. Recruiting - Expand our International Direct Connect partnership by conducting joint recruitment activities. Begin to include a UCF acceptance letter in all international student admission packets. Receive lists of denied students from UCF for Valencia College recruitment. Continue working collaboratively on streamlining the transfer process.
7. Recruiting – Expand our brand awareness to high school counselors around the world by becoming members of relevant associations. This is important because high school counselors help students make choices about pursuing postsecondary education. Join International ACAC and Council of International Schools and attend their relevant conferences.
8. ISS – Hire an International Student Services Coordinator to provide new students with onboarding assistance including securing housing, cultural adjustment, registration, orientation, or other transition services. This position will also coordinate student programming activities, including serving as a liaison with student clubs.
9. ISS – Develop a program that focuses on providing new students with a welcoming arrival experience, to be managed by the International Student Services Coordinator. This program will include an airport pick-up service for all new students and coordinated trips at each campus to help students obtain necessary supplies for their new housing accommodations. See Attachment B: New Student Arrival Experience for further details.
10. ISS – Increase our ability to process a higher volume of foreign high school credentials by hiring a dedicated International Credential Evaluator. This person will evaluate foreign secondary school credentials for all applicants that studied outside the United States, including individuals on an F or J visa, U.S. Citizens, Permanent Residents, or other visa types. This will also help the turnaround time for non F/J students to have their credentials evaluated.
11. ISS – Increase our ability to efficiently advise more students and process a greater volume of immigration documents (I-20s) by purchasing a new software system for integrating with SEVIS. Review software such as Sunapsis (from Indiana University) to determine the best fit for the college. Systems such as these are integrated with SEVIS and are designed to increase the ease of working with SEVIS and assist with maintaining compliance in a more efficient manner.

12. ISS - Hire a dedicated International Technical Support Specialist to provide user support for department software such as a SEVIS interface, CRM, and others used by Recruiting and ISS. This person will provide training, create reports, troubleshoot problems, and liaise with OIT, Admissions, and other areas as appropriate.

B. Strategies for FY 1819

1. Recruiting - Establish a recruiting presence at Osceola Campus by transferring our current part-time international student recruiter at the West Campus to the Osceola Campus with a goal of doubling the application numbers.
2. Recruiting - Increase international online presence through existing and new online profile pages such as Mezun and by using the TOEFL name-buy service. Begin using online advertising via Facebook and Google Adwords. Produce more video and digital content with the assistance of Valencia College Marketing. Add additional options on the YouVisit tour.
3. Recruiting - Provide additional support to productive agents for in-country marketing when recruitment goals have been achieved. The funds can be used for marketing campaigns, print materials, or to attend recruitment events.
4. Recruiting - Develop an aggressive recruitment strategy in China with the assistance of Chegg and the Chinese Association of American Community Colleges. The strategy will include travel to China, translating additional marketing materials to Chinese, utilizing current Chinese students for webinars and videos, Chinese social media, and signing 10-20 agents in key cities.
5. ISS – Hire Assistant Director of Admissions to focus on achieving international admissions goals. This person will oversee the staff on a college-wide basis and will work closely with Recruiting, Admissions, and other departments to ensure smooth, seamless, and efficient admissions processes.
6. ISS – Hire an International Counselor to manage international students on academic probation college-wide. Other primary responsibilities will include working with students as learning partners in their academic, social, and personal development and providing the support necessary to students seeking immediate assistance for personal life-issues and making the necessary referrals for obtaining continuous care.
7. ISS – Fill admissions and advising positions, such as Coordinator, International Students and International Admissions Specialist, as appropriate, based on enrollments.

C. Strategies for FY 1920

1. Recruiting - Create scholarship opportunities for prospective international students by finding corporate or other sources of funds to be used in a Foundation account dedicated to international student scholarships. Scholarship opportunities will help to increase applications, and to attract academically strong students from diverse backgrounds.
2. Recruiting - Hire a recruitment specialist in Brazil to create a constant presence in South America. The regional recruiter will attend college fairs, visit high schools, train and meet with agents, and handle communications with students in Brazil. The recruiter will have a goal of increasing the Brazilian degree student population by 25%. The recruiter will visit Orlando once per year to stay up-to-date on policies and procedures and meet with students.
3. ISS – Add additional staff as appropriate based on enrollments for such positions as Staff Assistant at Osceola, Coordinator, International Students and International Admissions Specialist.

D. Strategies for FY 2021-2122

1. Recruiting - Hire a recruitment specialist in China to create a constant presence in-country. The regional recruiter will attend college fairs, visit high schools, train and meet with agents, and handle communications with students in China, Hong Kong, and Taiwan. The recruiter will have a goal of doubling the Chinese degree student population from China to 100. The recruiter will visit Orlando once per year to stay up-to-date on policies and procedures and meet with students.
2. Recruiting - Create a turn-key housing option for international students. Housing is imperative to meet the ultimate international student enrollment goal. Our competitors such as Hillsborough Community College offer housing and many short-term programs and grants require on-campus housing. International students generally don't have cars and their parents prefer to have them study abroad at locations with safe, affordable, and easy housing options.
3. Recruiting - Work with the Valencia College Foundation to create an international student alumni network for the purpose of recruitment and scholarship funding resources.
4. ISS – Fill admissions and advising positions, such as Coordinator, International Students and International Admissions Specialist, as appropriate, based on enrollments.

IV. Enrollment Projections

Term	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Applications	990	1194	1442	1732	2062
Admits (D6)	495	597	721	866	1031
New Student Enrollment	396	478	577	693	825
Returning Student Enrollment	804	972	1173	1407	1675
Total Enrollments	1200	1450	1750	2100	2500

V. Staff Projections

Below is an overview of current and new proposed staff for Recruiting and International Student Services.

Recruiting

Position	Current	Proposed					Total New	Total All
		1718	1819	1920	2021	2122		
Director	1						0	1
Assistant Director*	0	1					1	1
Manager, Int'l Agent Development	0	1					1	1
Manager, Int'l Student Recruitment	0	1					1	1
Int'l College Program Coordinator**	1	1					0	1
Int'l Recruitment Specialist (Overseas)	0	1		1		1	3	3
Int'l Recruitment Specialist	3						0	3

*To be reclassified from Manager, Int'l Program Development position. **To be converted from full-time to part-time.

International Student Services

Position	Current	Proposed					Total New	Total All
		1718	1819	1920	2021	2122		
Director	1						0	1
Assistant Director	1						0	1
Assistant Director of Admissions, ISS	0		1				1	1
Counselor, Int'l Students	0		1				1	1
Coordinator, Int'l Students	4		1	1	1	1	4	8
Int'l Admissions Specialist	3	2*	1	1	1		3	8
Int'l Credential Evaluator	0	1					1	1
Int'l Technical Support Specialist	0	1					1	1
Int'l Student Services Coordinator	0	1					1	1
Staff Assistant	2			1			1	3

*As of FY1617, there are 3 FT and 2 PT Int'l Admissions Specialists. We hope to convert the two PT staff to FT in 1617 so that they can have a greater impact on fall enrollments for 1718.

VI. Challenges

The proposed strategies of this plan will assist the college in reaching the enrollment goal of 2500 international students in five years. However, there are challenges to consider which may impact strategies and results. It's important to acknowledge these challenges and to adapt strategies on an ongoing basis based on their possible or impending impact. Below are a list of challenges identified for international student enrollment growth:

1. Increasing competition from community colleges in Florida that are starting to recruit international students (Broward, Miami Dade, and Hillsborough).
2. Foreign governments creating obstacles for students to send money for tuition, fees, and living expenses (Venezuela, Libya, Nigeria, Brazil, etc.).
3. Significant economic downturns in major feeder countries.
4. Limited office space for international staff at different Valencia College campus locations limits direct impact from recruitment.
5. Changes to U.S. immigration policies related to international student visa issuance, employment regulations, or funding for grants and short-term programs.
6. Limited housing options and difficulty of securing housing from abroad.
7. We will start to see larger numbers of students graduating (average time to graduate is three years) each semester. This means that our returning student number will be decreased each semester by the number of students who are graduating. Accordingly, we will have to make up this loss by increasing the new student goal. We will have to be very purposeful in tracking graduating students and adjusting our new student goal upwards for making up the difference.
8. Limited transportation options for students to commute between campus, to off-campus internships, or other events.

Challenges to international student recruitment are not limited to the list above. Target markets for recruitment travel, marketing or agent partnership development may be changed based on these or unforeseen challenges ahead.

VII. Investment Summary

The investment summary below includes incremental revenue and expenses above the current base for the five-year period of FY1718-2122. Enrollment projections below are given for the Fall term only. However, the revenue calculations are based on yearly estimates. The types of expenses included are related to recruitment and international student services support expenses, including staff resources and marketing.

Investment Summary FY1718-2122

Additional Investment Needed to Reach 2,500 International Students FY1718-2122

REVENUE/ENROLLMENTS	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
New Projected Enrollments	1,200	1,450	1,750	2,100	2,500
Incremental Enrollments (over current projections)	164	414	714	1,064	1,464
TOTAL REVENUE	\$ 1,923,523	\$ 4,855,723	\$ 8,374,363	\$ 12,479,443	\$ 17,170,963
RECRUITMENT AND STUDENT SERVICES EXPENSES					
Salaries and wages	\$ 356,351	\$ 525,186	\$ 643,813	\$ 750,571	\$ 863,169
Benefits	\$ 115,770	\$ 155,615	\$ 276,941	\$ 220,933	\$ 255,119
Travel (6050)	\$ 65,581	\$ 98,636	\$ 114,000	\$ 129,217	\$ 139,301
Telecommunications (6150)	\$ 100	\$ 100	\$ 100	\$ 400	\$ 200
Printing & Duplicating (6200)	\$ 6,200	\$ 9,000	\$ 9,300	\$ 9,600	\$ 10,500
Contracted Svcs (External Recruiters) (645080)	\$ 119,515	\$ 141,643	\$ 260,051	\$ 287,619	\$ 406,426
Other Services (6450)	\$ 15,560	\$ 18,964	\$ 20,772	\$ 22,713	\$ 24,291
Data Software (6570)	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000	\$ 19,000
Office Materials and Supplies (6550)	\$ 7,145	\$ 8,345	\$ 9,545	\$ 10,345	\$ 10,745
Other Materials & Supplies (6650)	\$ 500	\$ 500	\$ 500	\$ 600	\$ 500
Minor Equipment (7050)	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
TOTAL RECRUITMENT AND STUDENT SERVICES EXPENSES	\$ 708,722	\$ 979,988	\$ 1,357,022	\$ 1,453,997	\$ 1,732,251
NET REVENUE	\$ 1,214,801	\$ 3,875,735	\$ 7,017,341	\$ 11,025,446	\$ 15,438,712
NET REVENUE (%)	63%	80%	84%	88%	90%

VIII. Attachments

Attachment A - Descriptions of New Positions

Department: Recruiting	
Assistant Director, ISRGE	Full-time - Creates and manages incoming short-term study programs including for international visitors. Develops relationships with international organizations, government entities, and universities. Works to establish exchange programs, joint degree and dual degree programs. Researches and applies for grant opportunities which fund international students. Manages the international student transfer fair. Supervises agent manager and International College Program staff.
Manager, International Agent Development	Full-time - Manages agent agreements and commission payments. Evaluates, trains, and develops agent relationships. Handles student applications and all marketing materials (web content, brochures, manuals, etc.) related to agents. Travels internationally to meet with agents and stays up-to-date on agent regulations.
Manager, International Student Recruitment	Full-time - Manages the CRM and communication plans related to prospective international students. Leads calling campaigns, maintains ISS website, updates print and web marketing materials, monitors social media, and produces content for international student recruitment. Manages online marketing websites such as College Week Live, Study in the USA, YouVisit, and Hotcourses.
International College Program Coordinator	Part-time - Manages the Disney International College Program (ICP). Processes student applications including English placement exam results and issues DS-2019 forms. Implements orientation, cultural, and graduation events. Manages web, social media and marketing content for ICP. Hires, supports, and evaluates ICP instructors. Develops relationships with ICP university and Disney partners. Advises ICP students and communicates program changes and information.
Recruitment Specialist (one Vietnam, one Brazil, and one China)	Full-time - Visits local high schools, attends fairs, and works with agents in host country. Communicates in-person, via email or via social media with prospective students and parents. Creates translated marketing materials and communication plans. Builds relationships with EducationUSA advisers and international partners. Manages recruitment office and hosts Valencia College visitors when needed. Researches market recruitment trends and competitors to increase applications. Stays up-to-date on Valencia College admissions policies and services.

Department: International Student Services	
Assistant Director of Admissions	Full-time – Responsible for oversight of international admissions team and the foreign credential evaluation process college-wide. Works closely with the Recruiting department in managing the admissions process. Serves as liaison with Admissions and Records/Graduation. Handles new student check-in process.
Counselor, International Students	Full-time – Responsible for managing international students on academic probation college-wide to ensure academic success and increase retention. Serves as liaison between the students and faculty and assists students in utilizing all available resources. Provides support to ISS coordinators by working directly with students dealing with personal or social issues that interfere with student’s academic success. Makes appropriate referrals and contacts as necessary and provides timely follow up with students on a reoccurring basis.
International Credential Evaluator	Full-time - Responsible for evaluating foreign secondary school credentials for all applicants that studied outside the United States, including individuals on an F or J visa, U.S. Citizens, Permanent Residents, or other visa types. Assigns attributes for pre-requisite high school course work. Provides training and assistance to admissions specialists regarding the credential evaluation process. Stays up-to-date on trends and changes to educational systems around the world.
International Technical Support Specialist	Full-time – Provides technical user support for departmental software programs including CRM, Banner, and proposed SEVIS interface. Integrates SEVIS interface with SEVIS and Banner. Serves as a liaison with OIT and Admissions and Records Systems. Creates reports. Provides training and troubleshooting support. Manages software updates.
International Student Services Coordinator	Full-time - Responsible for providing new students with onboarding assistance including securing housing, cultural adjustment, registration, orientation, or other transition services. Develops and facilitates training workshops designed to help students with cultural acclimation, employment regulations, college processes, health insurance, and immigration requirements. Acts as a liaison or adviser for international student clubs; supports regular student engagement activities. Serves as DSO as needed to assist with immigration advising.

Attachment B – New Student Arrival Experience

We are committed to providing new students with a better first night experience than many of them currently have. We believe that having a welcoming experience upon arrival into the United States starts them off with a positive outlook that will help them to deal with the many issues that they face when coming here, including acclimating to a new country and culture, registering for classes, getting set up in their place of residence, setting up a bank account, doing grocery shopping, and buying a car, all the while perhaps struggling with homesickness and culture shock. While we may not be able to overcome all of these issues, we hope to make them aware that we are excited about their arrival and that the Valencia team cares about their success.

Currently, we are limited in the services that we are able to provide to incoming international students due to the volume of students enrolled and the number of staff we have. At this time, our services include providing pre-arrival information on how to prepare to enter into the United States, as well as information on housing, which is also available on our website. For the most part, students are on their own in obtaining housing and making arrangements upon arrival.

When students arrive at the airport, if they don't have family here, they have to figure out how to get to their final destination, whether it be an apartment or a hotel. In most cases, they plan to stay at their apartment. After arriving to their destination, some will spend the first night on a bed without bedding and some will have no bed at all. If they are not staying with family, in the next few days, they have a lot to do to get ready for classes.

In the fall of 2015, we conducted a survey of our students called International Student Barometer. We received a response rate of 41%, with 351 out of 859 responding. When asked how they rated their first night experience, our overall score was 13% lower than the primary benchmark. This was our lowest score in the survey. Our goal is to improve the overall arrival experience, including the first night.

Our Plan:

The key to this plan is adding the new position of International Student Services Coordinator. This person will be dedicated to working with new students and helping them transition to the United States. As part of their role, they will be tasked with conducting a holistic assessment of our current practices as it relates to new students, and developing a comprehensive plan to ensure we are doing all we can to welcome students, including how we communicate in advance, the arrival experience, the orientation, and more.

Below are the main components of the new student arrival experience:

- **Airport Pick-Up:** We will send students a voucher along with their immigration documents ahead of time with instructions on where to go in the airport and the number to call. This will cover a taxi ride to their destination. We will partner with Mears on this service and be billed after each term.
- **Welcome Week Van:** Each campus will offer a shuttle service for one or two days prior to the start of the term. This van will shuttle between nearby apartment complexes, the campus, and nearby stores, such as a Walmart and a grocery store. The idea is to help them overcome early transportation issues so they can purchase items for their apartments, such as bedding, toiletries, and food.
- **New Student Starter Kit:** We will provide each new student with a kit that has some essentials to help them ease into life in the United States and at Valencia College. This kit will include a NAFSA publication with tips on living in the United States, toiletries, and a spirit item, such as a pennant, t-shirt, or pen. We would also plan on using student development budgets for some of these items. Students would only receive the starter kit when they come into the office to check-in with advisor, which is necessary for immigration purposes. This kit will convey the idea that we are taking steps to give them tools to be successful, and will serve as an incentive to meet with their advisor.