

LYNCHBURG COLLEGE
Strategic Planning Team

Minutes of November 29, 2011, Meeting

PRESENT: Co-chairs Steve Bright and Julius Sigler, Ed DeClair, Rita Detwiler, Debbie Driscoll, Rhonda Johnson, Dan Lang, Tim Laurent, Ed Polloway, Nancy Schneider, Joe Turek, Frank Whitehouse, and Lisa Womack, and student interns Rachel Montgomery, K. C. Mendez, and Max Silberlicht.

PRESENTATION – International Recruitment Planning – Rita Detwiler

Rita Detwiler shared a news article from The State University of New York (SUNY), dated June 2, 2011, announcing the university's new strategy to recruit international students. Their goal is to increase their international enrollment by 14,000 students over the next five years. This global initiative is intended to bring direct benefit to SUNY by using new international student tuition revenue to fund rapid expansion of scholarships to students, grants to faculty, and more. The article explained the process by which SUNY plans to accomplish its goal utilizing international student recruitment agencies. SUNY plans to eventually have a global network of 50 to 75 agencies recruiting in as many countries.

Ms. Detwiler distributed a handout entitled "opendoors 20/11 – Fast Facts" which summarized various data on international students in the U.S. Under the Top Places of Origin, she pointed out that close to half of the students come from Asia. Ms. Detwiler also referred to the academic level trends and top fields of study for international students. Another handout that was distributed, the International Panelists' Timeline, was prepared by Ms. Detwiler, Ed DeClair, and Ed Polloway for the October 2011 Board of Trustees retreat.

Next, Ms. Detwiler shared a PowerPoint presentation she had prepared on International Recruitment Planning which included a proposed five-year plan for LC. The objective of the group leading this initiative is as follows: *By Year 5, we seek to enroll 50 new incoming international freshmen from a host of countries. (In a class of 575 to 625 freshmen, this would be 8-12% of the class.)* International, in this case, is defined as a student who is a citizen of another country. In keeping with LC's mission, the plan seeks to 1) increase the international undergraduate enrollment as part of the college community; and 2) foster the globalization efforts of our students' learning experiences. Ms. Detwiler reviewed the short-term goals (within years one or two of the plan) which include hiring a full-time Associate Director for International Recruitment, extensive data and research, along with a commitment to partner with ZinchChina to recruit Chinese prospects. Long-term goals (within years three to five of the plan) were also summarized and relate to social media, web page translation, exploring partnerships, and more. As a form of measurement, a new student goal is proposed for each year along with a conservative freshman-to-sophomore retention rate of 70%. The retention rate is 72-73% for our current domestic students. By the fall of 2017, we could potentially have close to 100 international students enrolled.

Discussion took place on the proposed Financial Commitment and Return on Investment of the international recruitment plan. Expenses, which would be fixed for each year, include the salary for the Associate Director (\$35,000-\$40,000 plus benefits), targeted international travel (\$20,000), professional international travel (\$5,000), and the cost for an agent or agency partnership (amount to be determined). Revenue would increase each year based on the number of students who enroll at a rate of \$26,000 per student. This is what our current international students are paying (net revenue). By the fall of 2017, 100 new international students potentially could generate \$2,600,999 in revenue.

Ms. Detwiler reviewed the strategic questions that are included in the plan. These questions relate to how many students we would like to see enroll each fall and whether they should be "included in" or "in addition to" our budgeted goal of 575 new freshmen. Also, the questions talk about the College's position on using agencies or agents, and how the campus will prepare for the new students from around the world. Debbie Driscoll noted that the questions should also address the benefits of increasing the number of international students on campus.

Ms. Detwiler noted that the next steps to consider in the international recruitment planning are as follows:

- Discussion of a new full-time position in Enrollment to achieve this goal.
- New internal international models to serve the globalization initiatives of the College must be considered (includes study abroad, recruitment, and academic issues). There will be additional costs related to this item which will be brought forth for consideration at a later time.
- How international students will be strategically positioned in the ERMS (LAR) and College budget models.

Dr. DeClair mentioned that retention is another issue with international recruitment. He noted that we must be able to provide the necessary “services,” for successful recruitment. Reputation is a key variable for bringing students to campus as well as safety. Joe Turek noted that word of mouth goes a long way because when students have a good college experience, they share this with family and friends.

Ms. Detwiler stated that the next tour of the Colleges That Change Lives (CTCL) will visit Korea, China, Hong Kong, Thailand, Vietnam, and Malaysia. Dr. DeClair pointed out that Brazil and Mexico are two large areas in which we should consider recruiting.

Tim Laurent asked Ms. Detwiler how confident she feels about reaching the 575 freshmen goal if we do not start the international recruitment at this time. Ms. Detwiler replied that the College is in a fairly good position to reach the goal of 575; however, it will be a challenge. She added that the value of the College must stay in step with our cost; they go hand-in-hand. Dr. DeClair pointed out that it is not necessarily the number of students, but who they represent. The international students would retain at a higher rate than the “E” category students. Ed Polloway noted that it seems a little dangerous to budget for 575 students and expect that 25 will be international. Mr. Bright stated that he feels it would be safer to build the budget on 575 students with an additional 25 international students above and beyond the 575. We may not actually be replacing the “E” students. From a globalization standpoint, international recruitment will provide a great opportunity for our students within the United States to learn from our international students.

NEXT MEETING: Tuesday, December 13th – 11 a.m. – Schewel 231

Respectfully submitted,

Lisa Womack