Global Engagement Strategies: Strategies Towards Sustainable Growth in International Student Enrollment

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Agenda

- Internationalization

- Strategic Enrollement Plan

- Process of Strategic Planning

- Cyprus International University

Internationalization

Internationalization is a vital means to achieving global-level civic engagement, social justice and social responsibility, and ultimately is vital to the common good.

Given its importance and central role in society, internationalization aims for the highest quality of learning experiences as a core element of education and ideally should be embedded in the mission statement of the institution.

Why do we need Strategic Enrollment Management Plan?

- Strategic enrollment management (SEM) is an institution-wide responsibility and the central focus of the institution's overall strategic plan. SEM focuses on what is best for students and how to ensure their success while addressing all aspects of the institution's mission. Just like overall strategic planning, strategic enrollment management starts with the institution's mission.

- This will serve as the beginning and end of the focus for this strategic enrollment management planning guide.

Core SEM principles

- Establishing clear enrollment goals
- Promoting student success
- Determining, achieving and maintaining optimum enrollment;
- Enabling the delivery of effective academic programs;
- Generating tuition;
- Enabling financial planning;
- Increasing organizational efficiency and;
- Improving service levels.

Internal Stakeholders and Process of Strategic Planning
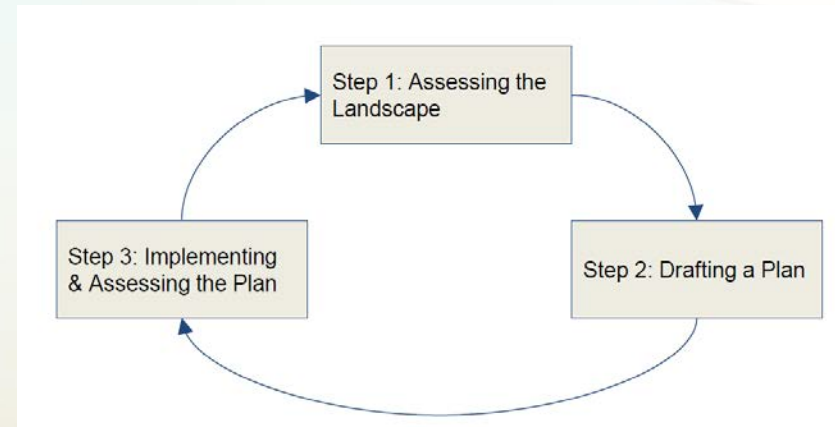
Step 1: Assessing the landscape

□ **Where are we?**

◾ Determine mission (what we do in the present, purpose)

◾ What is the current climate of the environment of the greater institution and the organization related to the mission.

□ **What do we do? What is our business?**

◾ Assess a wide-angled view of the mission and vision for the future

□ **Who are we serving?**

◾ Involve past, present, and future "customers" and stakeholders (students, parents, faculty, staff, intl. partners, the community, future employers, etc.)

◾ Are there categories of customers? (How do we classify and prioritize?)

□ Embrace that this is an exciting time for the office and the institution

WHY ARE WE DOING THIS?

"It's not a great mission statement, but we'll revise it if things get better."

Environmental Scan and Networking

- ☐ Environmental Scan
  - ■ What are best practices in international education?
  - ■ What are trends in international education?
  - ■ What are other institutions doing?
  - ■ What data sources or scholarly articles can contribute to context?
  - ■ What factors may be out of our control? (external forces, state legislature, leadership, technology, local/national/international economy, policies and procedures, etc.)
- ☐ Networking
  - ■ Reaching out to Colleagues (locally & nationally)
  - ■ Connecting with diverse experts (not always in study abroad or in higher education)

Institutional Scan

- What is the institution's strategic focus?
- What is the institution's organizational Identity?
- Address Terminology: What are key terms and useful language to use (and avoid) in the environment?
- What are the logistical requirements of the institution to successfully address the needs of the mission?
- What requirements (capital) are needed to implement the plan (funding, training, staff, action items)?
- What is the current climate of the environment of the greater institution and the organization related to the mission?

Tools for Success – SWOT

□ **Goal Setting**
  ◘ Identify gaps in performance, programs, systems or other key variables
  ◘ Determine what is realistic
  ◘ Develop objectives
  ◘ Opportunities for innovation/re-invention?

□ **Address Change**
  ◘ Acknowledge that change is occurring and help team members to understand the end goal
  ◘ Communicate clearly and identify objectives and key players
  ◘ Who are we serving? Ensure all groups are addressed.
  ◘ Develop talking points for teams to communicate effectively the change that will occur

"Ladies and gentlemen, today we're going to get down to nuts and bolts."

Step 2: Drafting a Plan – Initial Questions

- How long might it take?
  - What is your timeline or deadline?
  - Top down vs. Education Abroad Office
  - Arizona State University (ASU): took 18 months from beginning to end
- What are the actual steps, resources needed?
  - Select format of plan
  - Questions to clarify - Is funding needed? Is new program development needed? New partnerships? New staff?
  - ASU: staff retreat, staff meetings, drafts, discussions with key stakeholders

Factors to Consider

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"To get what you want, first create a list of compelling and meaningful goals. Next, draft a dynamic plan of action, then follow through with consistent maximum effort. If that doesn't work, just cry and point."

- Who should be involved in the planning process?
  - International Office
  - Offices serving diverse students
  - Key stakeholders on your campus(es)
  - Study Abroad Office staff
- Short vs. long-term goals
  - Recommendation: 5 years
  - Develop "Strategies for Growth" and then specific goals, strategies and tactics to reach them

Contents of Plan

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"Look what I found in the dumpster!
A perfectly good business plan!"

□ Example:
- Introduction
- Contextual background - this needs to align with the goals and outcomes of the university
- Data and rankings
- Goals for growth
- Strategies for growth
- Challenges and goals
- Specific goals, strategies & tactics

Step 3: Implementing the Plan

"Enough with all the strategic planning. Get out there and kill something."

- Develop continuous communication strategy
- Kick-off celebration
- Marketing collateral such as T-shirts, pens, hats, stress balls
- Multiple versions of plan available to levels of stakeholders
- 1-on-1 or small group meetings with key individuals
- Announce feedback mechanisms early & often (e.g. suggestion box, review meetings, how to make 1-on-1 appointments)

Integrating Strategic Goals

- Develop individual/small group goals that feed larger goals
- Include plan in new employee orientation and handbooks
- Present plan to outside organizations and offices
- Ensure policies and procedures align with plan
- Conduct team-building exercises centered on plan goals

STRATEGY * EXECUTION = RESULTS

http://blog.corporatec.com

Avoiding Common Obstacles and Pitfalls

"I need a list of specific unknown problems that we'll encounter."

- Creating plan, then ignoring it
- Not communicating goals clearly
- Not securing buy-in
- Losing sight of big picture goals within day-to-day activities
- Treating plan as an add-on
- Wimping out on making tough choices prescribed by plan
- Inadequate resources
- Lack of measurable outcomes

Assessing, Monitoring and Revising

- ☐ Create measurable outcomes (and measure!)
- ☐ Review, monitor, challenge assumptions, question continued validity of goals
- ☐ Set milestones to ensure continued progress towards goals & celebrate milestones
- ☐ Reward success & enforce accountability
- ☐ Be prepared to switch strategy in reaction to unintended outcomes and unexpected circumstances

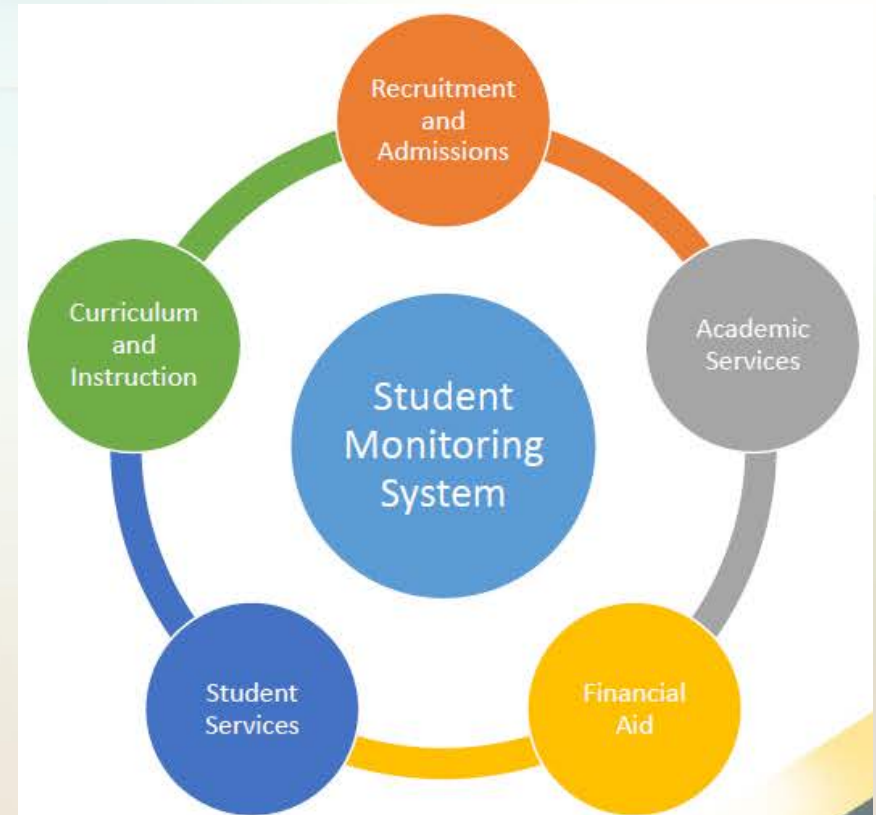©2013 H. Schwadron. Dist. by Tribune Media Services, Inc.

"Whatever we're doing, it's working.
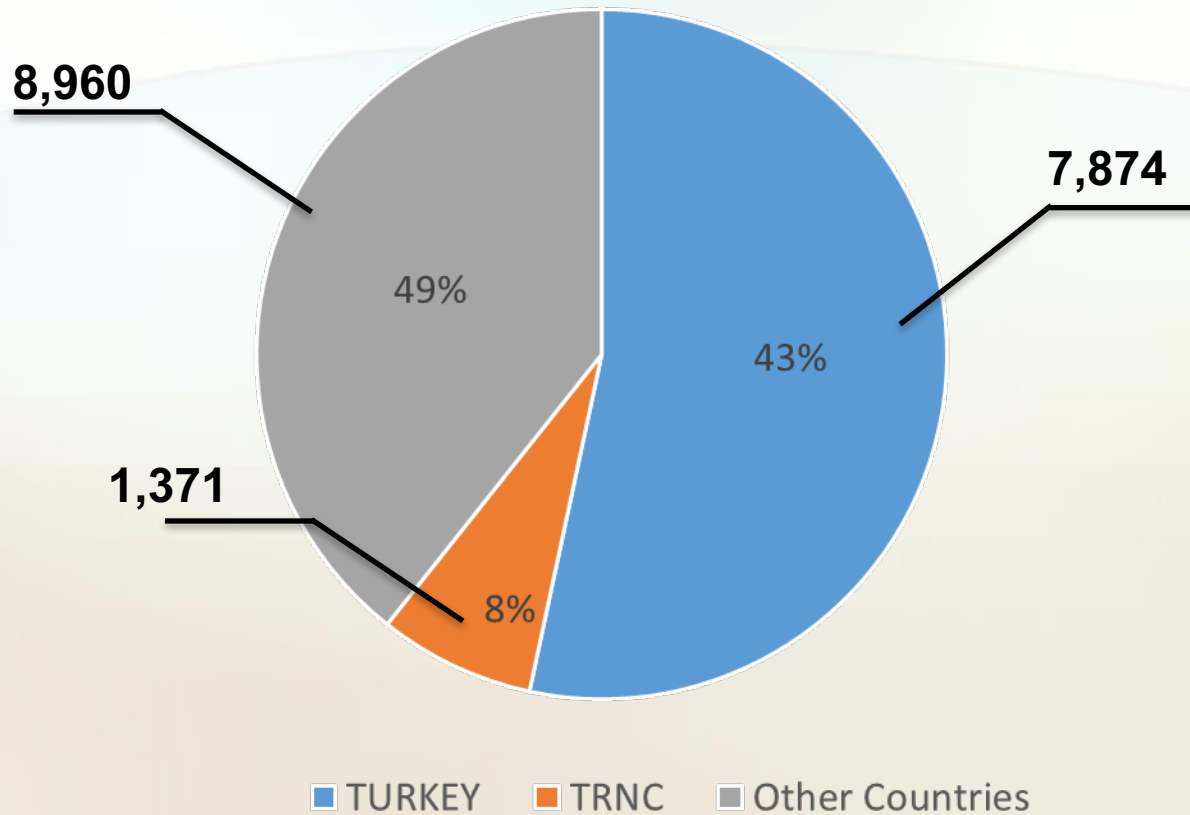Does someone have any idea what we're doing?"

Cyprus International University

- CIU has a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention and graduation rates of students, where optimum is defined in the academic context of the institution.

- Founded in **1997**,

- CIU is a campus university with a surface area of **900.000 m²**.

- The University started its academic career with **350** students , and boasts today more than **17,000** students from **106** different countries.

- **123** academic programs are administered under **10 Faculties** and **7** Schools at CIU.
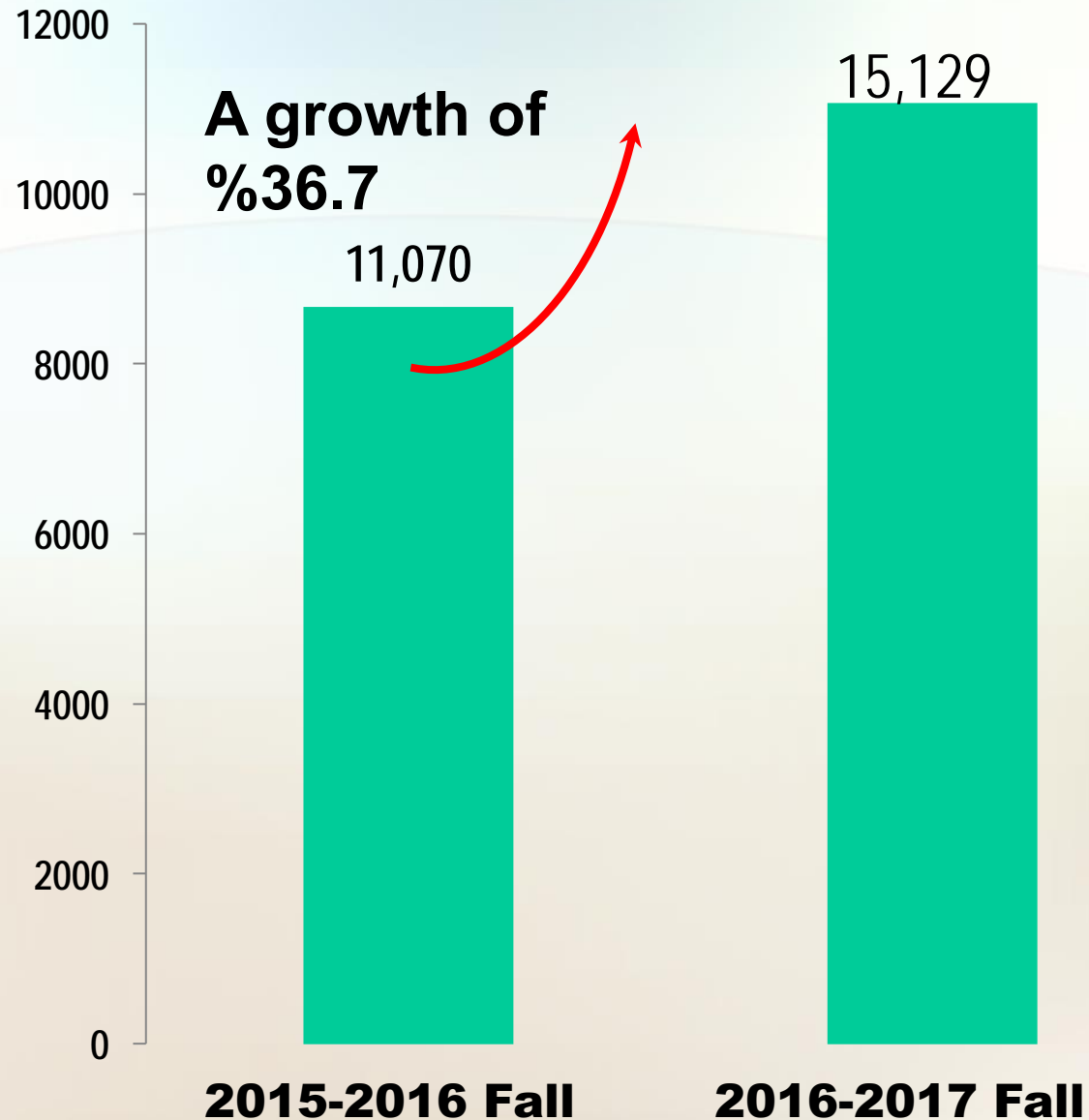
What do we do?

ACADEMIC STAFF

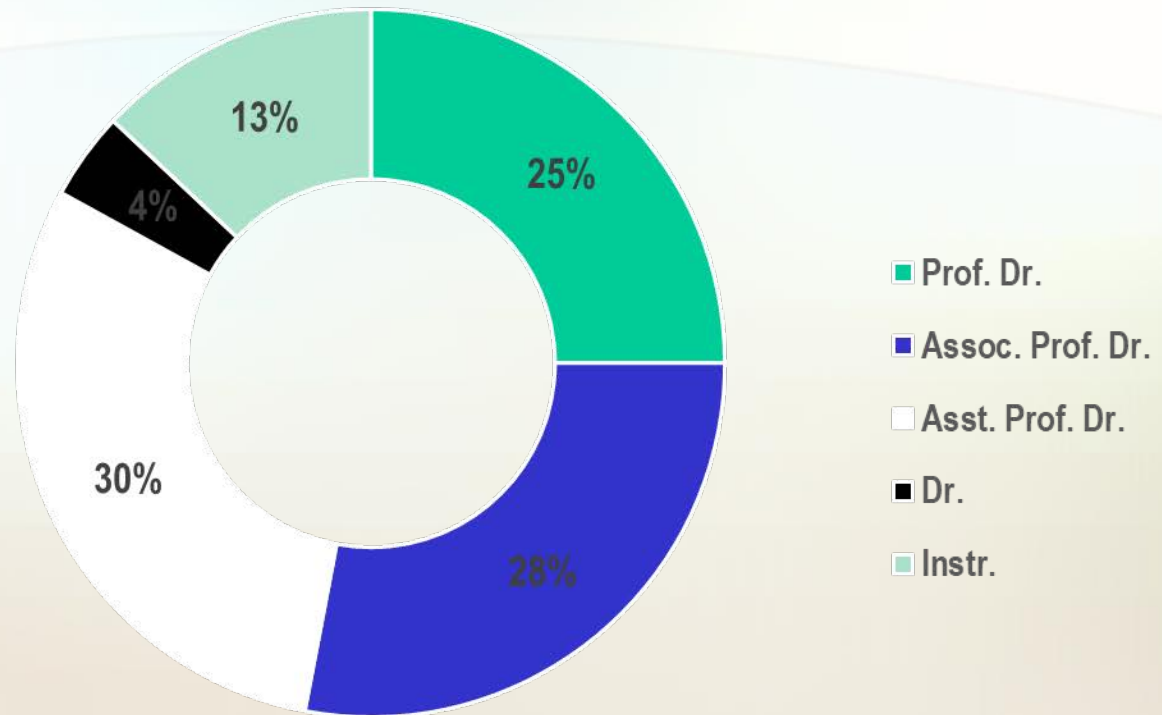

Legend:
- Prof. Dr.
- Assoc. Prof. Dr.
- Asst. Prof. Dr.
- Dr.
- Instr.

25% — Prof. Dr.
28% — Assoc. Prof. Dr.
30% — Asst. Prof. Dr.
4% — Dr.
13% — Instr.

TOTAL:
554

ACCREDITATION & EQUIVALENCIES

Council Of Higher Education
(YÖK)

Higher Education Planning, Evaluation,
Accreditation, and Coordination Council
(YÖDAK)

International Association Of Universities
(IAU)

Association For Evaluation and Accreditation
Of Engineering Programs
(MÜDEK)

Architectural Accrediting Board
(MİAK)

Foundation for International Business
Administration Accreditation
(FIBAA)

The National Recognition Information Centre
for the United Kingdom
(**UK NARIC**)

International Relations and Agreements

CIU has established many bilateral and multilateral agreements with more than 120 foreign prestigious universities and institutions throughout the world.

Some of these institutions are:

- **Robert Morris University** - USA
- **University of Sunderland** - UK
- **University of Wolverhampton** - UK
- **Michigan State University** - USA
- **Paris School of Business** - France
- **University of Jordan** – Jordan
- **Bilkent University** – Turkey
- **Cairo University** – Egypt
- **Istanbul University** – Turkey
- **University of Cordoba** – Spain

5 Years Direct Entry PhD Programmes

- Within the framework of Rules and Regulations related to the 5 Years Direct Entry PhD Programmes, students with a bachelor's degree, who intend to apply for a PhD Programme, must have maintained a cumulative grade point average (CGPA) of at least 3.00.

Accelerated Programs (4 years + 1 year)

- CIU is the first institution of tertiary education in the North Cyprus to offer "Accelerated Programs" whereby students will benefit from the opportunity to conclude their undergraduate and graduate degree programs in 5 years.

Double Major or Major/Minor Programs

- Since the beginning of the 2015-2016 academic year, CIU has been offering its students the option of pursuing a double major or a major/minor in various programs.

Study in England

3 Years at CIU

1 Year at **University of Wolverhampton or University of Sunderland**

Study in Switzerland, Spain and Paris

- Dual Degree Programs with European University Business School for Undergraduate Business Administration Program and MBA Program. In addition, dual degree programs with PSB Business School as well for Undergraduate Business Administration Program.

PSB
PARIS SCHOOL
OF BUSINESS

European
University
Business School

10 Faculties

- 60 undergraduate programs
- 23 associate programs
- 43 Graduate programs
- 16 Doctoral programs

CYPRUS INTERNATIONAL UNIVERSITY

LAW

PHARMACY

COMMUNICATION

ENGINEERING

HEALTH SCIENCES

FINE ARTS , DESIGN and ARCHITECTURE

ARTS and SCIENCES

ECONOMICS and ADMINISTRATIVE SCIENCES

AGRICULTURAL SCIENCES and TECHNOLOGIES

EDUCATION

# Research Centers

- Archeology, Cultural Heritage and Conservation Research Center
- Biotechnology Research Center
- Communication Technologies Research Center
- Environmental Research Center
- Mediterranean and Cyprus Studies Center
- Social and Strategic Policy Research Center
- Underwater Archeology and Imaging Center
- Sustainable Energy Research Center

EDUCATIONAL and SOCIAL FACILITIES
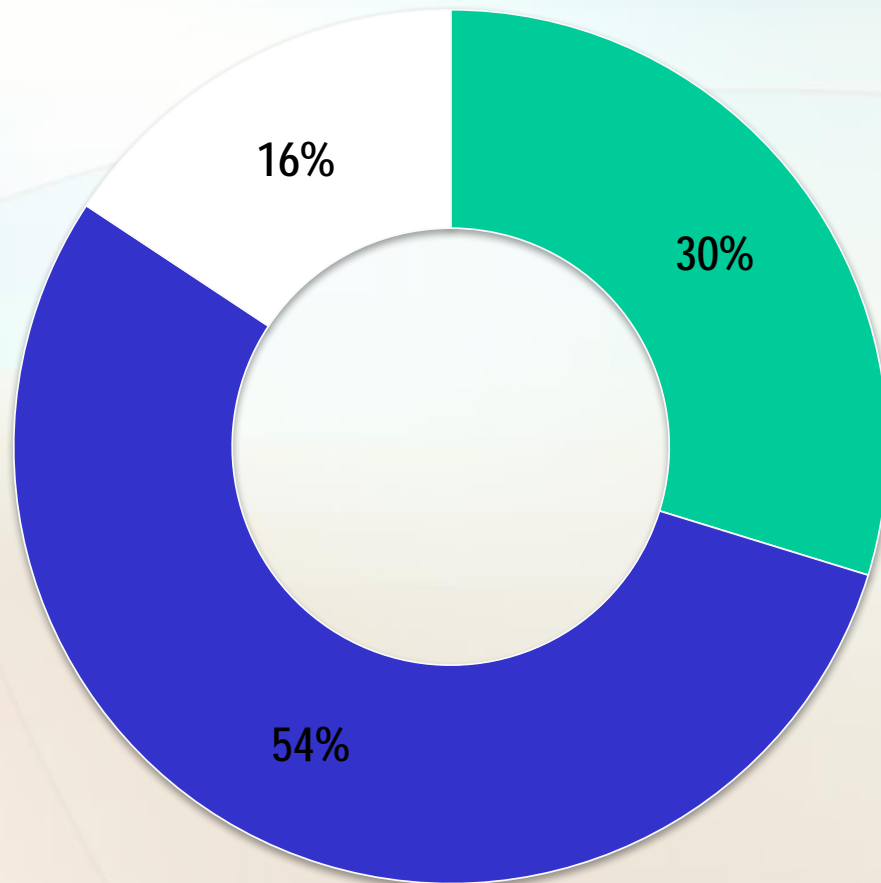
- Educational facilities
- Social facilities for students
- Social facilities for staff

Total Surface Area Reserved for Educational and Social Use: ~93,000m²

Sport at CIU

CIU ARENA

- 15,000 square meter outdoors area

- 7.500 square meter indoors area 2.000 seater sports hall

- Biggest Fitness center in Cyprus
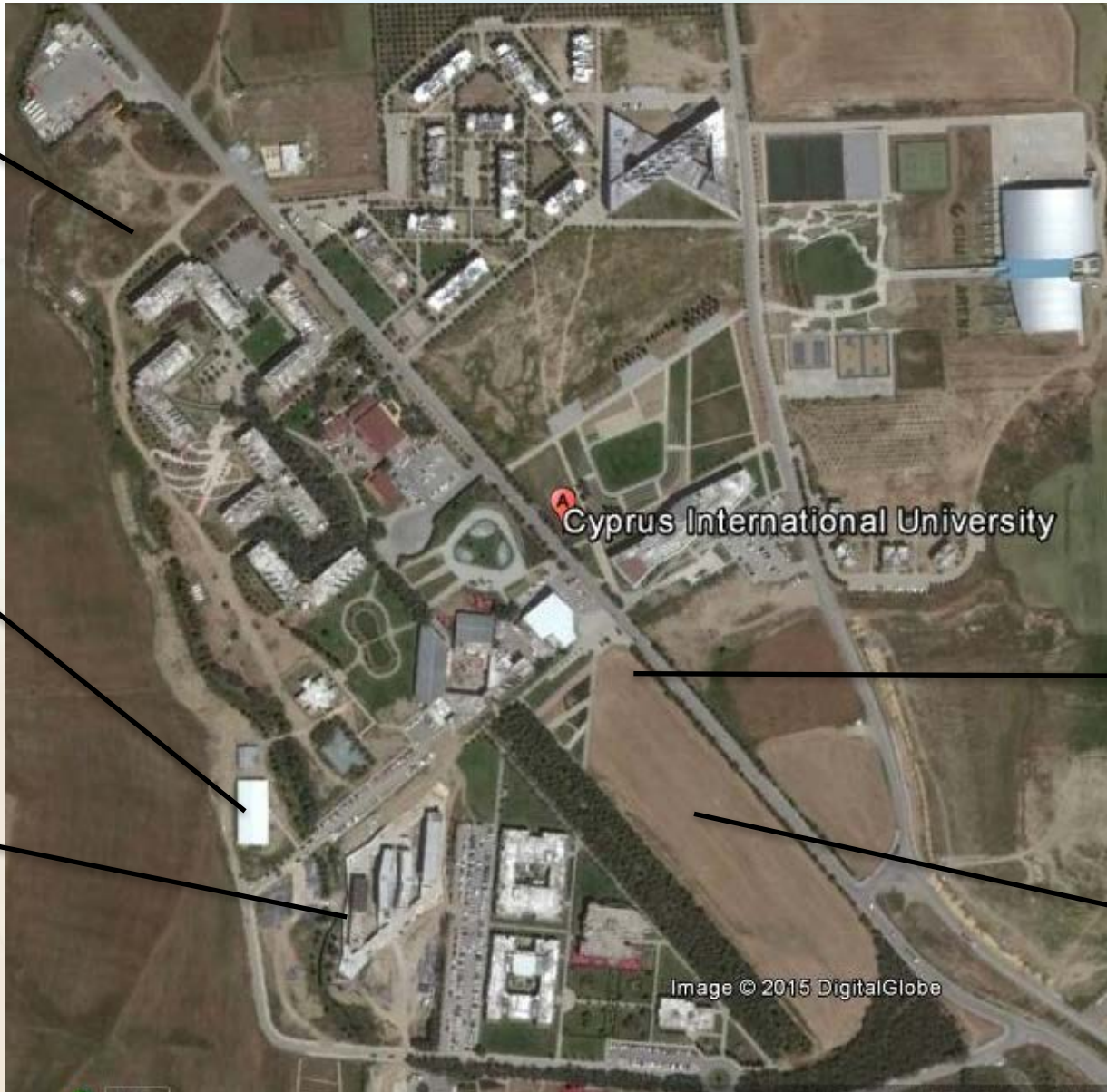
INVESTMENT PROJECTS

Solar Power Project

Engineering and Architecture Laboratories

Science and Technology Building

One-Stop Building

Multi-Purpose Amphitheater

INVESTMENT PROJECTS

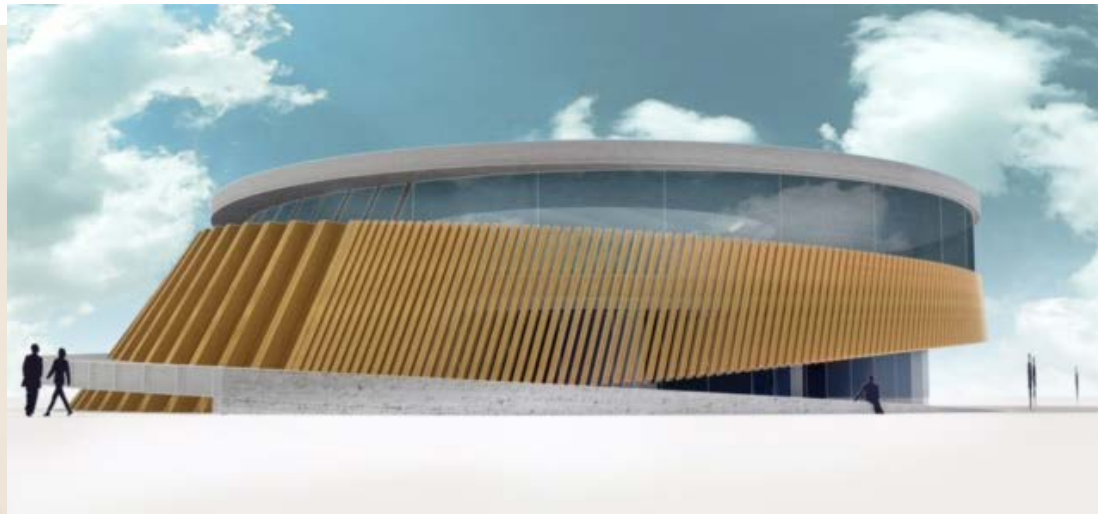- SCIENCE and TECHNOLOGY BUILDING
  - 15,000 m^2 indoor area

INVESTMENT PROJECTS

- **1.1 MWp SOLAR POWER PROJECT**
  - Total Number of Panels: 3944
  - Annual Total Generation : 1,750,000 kWh

CYPRUS INTERNATIONAL UNIVERSITY
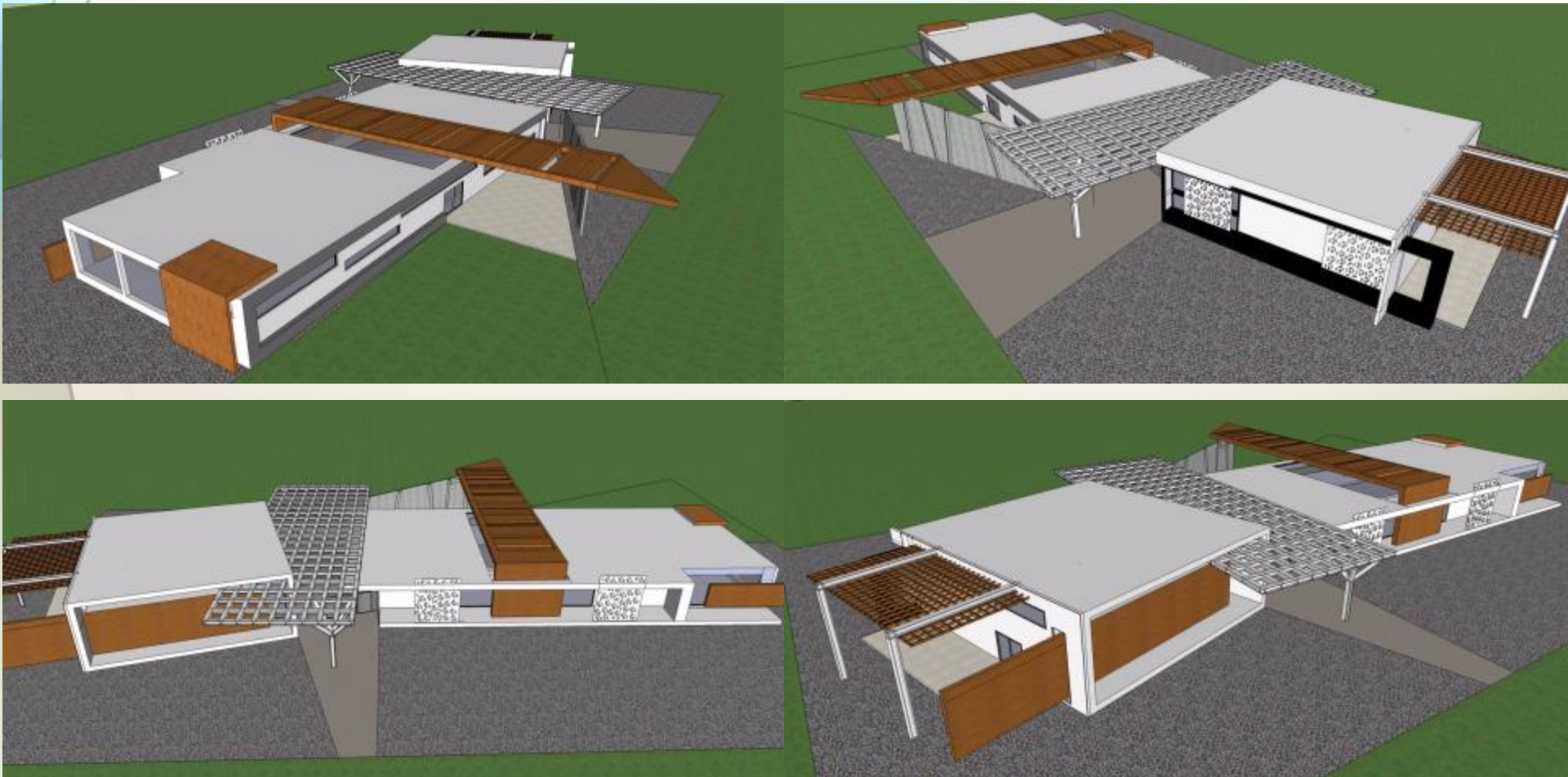PV Power Plant Project

CAMPUS PLAN

INVESTMENT PROJECTS

- One Stop Building

INVESTMENT PROJECTS

- Engineering and Architecture Laboratories

Thanks... Questions?

"Harris, when I said 'any questions' I was using only a figure of speech."