

International Update II

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*A review of accomplishments of the past 4 months,
based on the February 26 International Update*

24 June 2013

Background

- Additional background, [International Update I](#), and related information are available on the Undergraduate Education (UE) documents website, ue.ucsc.edu/docs.
- Non-Resident Tuition (NRT) returns to campus ~\$23,000 per student over ~\$12,000 resident tuition.
 - In April 2011, campus agreed to allocate \$250,000 in staff and recruitment (Admissions, International Student and Scholar Services (ISSS)).
 - In 2011-12, campus established a graduated NRT fellowship of \$4,000 for each of the first two years, and \$6000 for the following two years for each NRT student. Sixty-seven students received awards in 2011-12, and 99 students in 2012-13. The resulting expenses of \$252,500 in 2011-12 and \$382,500 in 2012-13 can be seen as high; as contributing to the increase in the number of applications and enrolled students; or both.
 - In 2012-13 there were only 227 non-resident undergraduate enrollments.
 - This is 213 students (\$3.3M) below the 2007-8 UCOP baseline of 440.
 - This is 593 students (\$13.1M) below the 5% Five for 2015 goal of 820 with an undergraduate population of 16,200.
 - In 2013-14, the campus' investments are beginning to pay off as a result of the strategic multi-year recruitment.
- As a result of budget factors, there is much interest in non-resident enrollment, graduate growth, fee-paying MS students, summer session, and increased extramural funding.

Results of February 26, 2013 Plans

Immediate Plans (for Fall 2013)

Strategy: Maximize enrollment for the Fall 2013 cohort. Continue rapid application growth for the Fall 2014 pool. Ensure campus support and assessment.

- Fully use potential of new admissions authorities: split pool, compare favorably, AbyE, CAFA review of specific applications. **Pools split (CA, OoS, Intl), TOEFL to UC level, and other modifications. Admit rate went from 40% last year to 61% this year. Achieved.**
- Target 20% of First-Year Honors Program to OoS and Intl students for recruitment, yield, and regional diversity within the honors program. **Not Achieved.**
- Significantly improve international yield and melt. **Admit to SIR yield went from 5% last year to 12% this year. Current melt reflects only 4% compared to 24% last year at the same time. Improved and in progress.**
 - Engagement, personalization, faculty participation, student contact, social networks,

honors cohort, student profiles, key focus on I-20 processing- change made to expedite, and review and enhancement of all communication regarding final steps of becoming UCSC student

- Analyze and consult on CIE, IRGT, CAFA, Admissions, ILC, and other reports, and practices at other campuses, to build undergraduate international plan. **In progress.**
- Expand Fall 2013 international orientation to one week plus college orientation. **Added 10 day international immersion program in partnership with ELS in addition to starting three day program prior to College orientations to expand sessions. Achieved.**
- Fee-fund additional EAP advising. **In progress; fee approved; recruitment July 2103.**
- Fund March recruitment/partnership trip to China by experienced faculty member as pilot to develop faculty recruitment support program. **Achieved, in May/June.**

Medium Term Plans (for Fall 2014)

Strategy: Build relationships with schools and services. Strengthen name recognition of UC Santa Cruz in target areas. Ensure campus support and assessment. Prepare for Fall 2014 cohort.

- Hire International Admissions Representative and new Assistant Director. **In Progress; 175 applications.**
- Establish school relationships. **In Progress.**
- Continue expansion of role of EAP Faculty Director to international undergraduate recruitment, pathways, and partnerships. **Accomplished as interim appointment.**
- Multi-lingual outreach materials for student families of all residencies. **In progress.**
- Evaluate IRGT and continue and expand collaborations with CIE and CAFA. **Accomplished and continuing.**
- Ensure campus support through ILC, IEO, CHES, SHS, CPS, Career Center, ... **Coordination via the IRGT and structures to come.**
- Consider development of an International Center. **Not yet begun.**
- Launch International Bridge in Summer 2014. **Accomplished in part with International Immersion Orientation 2013; considering Summer Session opportunities.**
- Renew faculty-led international programs in Summer 2014. **Seeking approval for use of Summer Session funding for this goal.**
- Consider first-year writing for international students. **In Progress.**

Longer Term Plans (Beyond Fall 2014)

Strategy: Fully integrate internationalization into strategy. Continue growth of relations and programs in research and education. Further increase enrollment outcomes.

- Establish funding mechanisms so units with high concentration of international students are able to support their recruitment, persistence, and graduation. **Not yet begun.**
- Develop English transition program at UCSC or through partnership. **Achieved in orientation program; fuller programs under discussion with APL and WP.**
 - UE has facilitated an ELS/CAFA meeting to discuss policy issues.
- Distribution strategy concerning concentration of international students in colleges. **In progress.**
- Establish school partnerships. **In progress.**
- Evaluate a new Vice Provost International Education position. **Interim appointment; full staffing design to be completed Summer 2013.**
- Incorporate internationalization into campus strategic planning. **Likely, not certain.**

Fall 2013 Cohort

- 176 International (vs 29 Fall 2012) and 188 (vs 113) OoS NRT Frosh SIRs.
- 21 International (vs 15) and 5 (vs 8) OoS NRT Transfer SIRs.¹
- **Estimated 275 (\$6.3M) new NRT students, up from 120 in Fall 2012.**
- 137 International frosh housing applications as of June 1.
- Fee-funded International Orientation, with a 10 day integrated academic English and acculturation program in collaboration with ELS (9/4 - 9/13), and/or a 3-day rapid introduction to the community and UC Santa Cruz (9/15-9/18) followed by College orientations and Welcome week providing a maximum transition time of nearly 3 weeks.
- 81% single-year increase in total NRT enrollment to estimated 390 student FTE (\$9M NRT).
 - Just under 440 target level

Plans Updates

Undergraduate Internationalization Plan

- As the result of broad campus input, including faculty, staff, and senate leadership and key committee members, we contracted with Ian Little, CDB Solutions LLC, an expert in internationalization to examine our structure and processes and assist in the development of a strategic internationalization plan.
- Ian Little visited campus initially on April 8th as a pre-contract overview of his services, and began the contract with a May 13-15 visit to gain a sense of the people and programs that make us UC Santa Cruz.
- He will present his recommendations during his next visit, July 1-3, and the recommendations will also be distributed through ue.ucsc.edu.
- Based on these recommendations and broad consultation, VPDUE Hughey will determine appropriate permanent structural, staffing, and process change implementation.

Honors Program

- Low domestic yield and writing placement criteria meant that the honors program did not achieve 100 students and did not achieve 20% NRT students.
- The Faculty Director of Honors and Chair of the Senate's Joint Subcommittee on Honors are determining revisions for 2014-15.
- Divisional funding is unlikely to continue if the program cannot recruit 100-120 honors students including 20% or more NRT students.
- If suspended, individual colleges may continue their own college honors or challenge programs, but not as a focus of student outreach and pre-selection recruitment.

¹ SIR residency is based on application. NRT payment is determined by tuition residency status which is finalized up through 3rd week. While frosh residency is relatively accurate, we generally have a slightly higher number of NRT transfer students than were known at admissions time.

First-Year Writing and Language

- One quarter of incoming students (resident and non-resident) indicate a first language other than English, and another quarter indicate English and another language as first languages.
- The campus is making many efforts to reconsider and enhance writing and language instruction for multi-lingual students. These programs will be important also for international students from countries in which English is not the primary language.
- Applied Linguistics, the Writing Program, the Division of Undergraduate Education, and others are developing pilot programs for the 2013-14 academic year.
- College provosts, the Writing Program, and others are continuously considering working to improve the instructional models related to ELWR, C1, and C2 satisfaction for all students.
- The Division is committed to stimulating innovation in this domain, as well as the development of clear assessment mechanisms to ensure success.

Faculty Leadership

- Interim Associate Dean of International Education
 - Based on the CIE report and discussion with Senate committees, we have increased faculty leadership in international education for 2013-14 by expanding the Programs Abroad faculty director position. The position is focussed on student success and partnership issue, as well as international opportunities for domestic students.
- Faculty recruitment and partnership
 - Continued strong collaboration with the Committee on International Education, which has effectively analyzed and raised awareness of many internationalization issues, will be crucial.
 - A key component of continuing to build reputation, partnerships, and institutional expertise has been the exceptional involvement of the Committee on Admissions and Financial Aid chair in direct outreach and melt reduction, in China in Spring 2013, and a planned Fall trip to India, including several schools who sent advisors to UC Santa Cruz in Spring 2013.
- Organization
 - As with all current structures, organization will need to change as a result of the ongoing external evaluation of campus internationalization efforts, and the rapid growth of international students.
 - But, it is certain that, as with all aspects of the Division of Undergraduate Education, Faculty Leadership will play a crucial role.

Update on February 26, 2013, Enrollment Targets

Enrollment Targets

Strategy: Steady growth of new international and NRT students combined with enhanced student success through the scaling and addition of programs and support.

- Fall 2013
 - 50 - 100 Incoming International. **Increased to 115.**
 - 150 - 175 Incoming NRT (total). **Increased to 275.**
 - Adj Gross \$4M uNRT (250+ minus UGD Award). **Increased to 390; \$7.4M uNRT net.**
- Fall 2014
 - 100 – 150 Incoming International. **Increased to 200.**
 - 200 - 300 Incoming NRT (total). **Increased to 390.**
 - Adj Gross \$6M uNRT (350+ minus UGDA). **Increased to 610; \$11M uNRT net.**
- Fall 2015
 - 200 - 250 Incoming International. **Increased to 275.**
 - 300 - 400 Incoming NRT (total). **Increased to 455.**
 - Adj Gross \$10M uNRT (550+ minus UGDA). **Increased to 870; \$16M uNRT net.**
- Based on undergraduate admissions' success in developing the international pool for the Fall 2013 class (via the April 2011 financial commitment with Fall 2011 hired), VPDUE, VCPB, and IR developed new undergraduate non-resident targets as part of the long-range enrollment plan (LREP) process.
- New campus LREP establishes student number targets through 2020.
- These targets will lead to approximately 5% undergraduate NR enrollment by 2015, and 11% by 2020 (\$20M NRT and \$44M NRT, respectively).

Update on February 26, 2013 Assessment and Accountability

Assessment and Accountability

Strategy: Assess programs and initiatives to ensure effective use of time and funds. Reallocate time and funds as a result.

- Measures
 - Recruitment: applicants, qualified applicants, yield, NRT enrollment.
 - Success: persistence, graduation, time-to-degree.
 - Qualitative: feedback from students, faculty, and partners.
 - Program: partnership agreements, faculty-led programs, participants.
 - Strategic plan goals.
- Evaluators
 - Undergraduate Education.
 - International Recruitment and Graduation Team.
 - Senate (CAFA, CIE, CPB, SEC, ...).
 - EVC.
- The enrollment plan established primary assessment mechanisms.
- Recent changes to the data warehouse enable tracking of NRT retention and graduations, and changes to come will enable analysis of writing achievement.
- NR retention rates are generally lower than CA resident. To ensure achievement of

these rates, significant assessment and investment in NR retention, not to mention CA resident retention, are required. The Undergraduate Student Success Team report (<http://www.ue.ucsc.edu/USSfinal>) and International Recruitment and Graduation Team reports (<http://www.ue.ucsc.edu/irgt2013>) provide the initial frameworks for enhancing student success.

- The Division appreciates the unique convergence of many segments of campus toward these shared goals, and hopes that all members of our community will share in ensuring each student's successful transition to a Banana Slug Alum.