



The Student Experience, UMBC Retreat 2019

International Recruitment & Retention

Subcommittee Charge

- Examine global trends and projections for international student enrollment
- Identify UMBC's current approaches to recruiting and enrolling international students (all activities leading up to orientation) and determine feasibility of aligning initiatives
- Explore model recruitment strategies employed by other universities
- Establish goals and a timeline for strategic, sustainable and diversified growth in international student enrollment over the next five years
- Benchmark existing support services for international students against support services offered by peer institutions
- Produce report with final recommendations/goals

Subcommittee Members

- K. Jill Barr (chair), Senior Assistant Dean, Graduate Enrollment Management
- Dr. Yvette Mozie-Ross, Vice Provost for Enrollment Management
- Dale Bittinger, Assistant Vice Provost, Admissions and Orientation
- Catherine Borg, Arts Publicity Coordinator, Institutional Advancement
- Kim Edmonds, Program Coordinator, Division of Professional Studies
- Sarah Gardenghi, Senior Director, English Language Institute
- Kazumi Hasegawa, Director of International Marketing, English Language Institute
- Gaby Hernandez, Senior Admissions Counselor, Admissions and Orientation
- Lori Smith-Watson, Assistant Director, Admissions and Orientation
- Nathan Fanning, Associate Director, Admissions and Orientation
- Miriam Tillman, Assistant VP, Marketing & Creative Services, Institutional Advancement
- Michelle Massey, Associate Director, International Education Services
- Dr. David Di Maria, Associate Vice Provost, International Education Services
- Adam Holden, General Associate, International Education Services

Highlighted Recommendations

- Develop an International Student Enrollment Plan
- Continue Meetings of the International Student Recruitment and Retention Committee
- Implement Assessment Processes to Determine Return on Investment in Recruitment Activities
- Create a Dedicated International Student Recruitment Team
- Centralize Responsibility for International Articulation Agreements, Exchange Partnerships, etc.
- Secure Multi-year Budget Commitment to Fund International Recruitment Initiatives
- Continue to engage with state officials about legal barriers to recruiting international students
- Further Develop Yield Activities for Admitted International Students
- Create a Global Landing Page
- Explore Innovative Opportunities (e.g., full-pay, non-degree international students)
- Centralize Services for International Students



- Develop Programming Activities to Support International Student Success
- Improve Coordination of Communications to International Students

SWOT Analysis Highlights

Strengths

- Close to airport, train and major cities
- Existing faculty relationships with colleagues in other countries
- Relatively low cost of attendance
- Strength of academic programs
- Word of mouth among international students
- Academic programs aligned with key areas of interest in sending countries
- Diverse campus community
- Collaborative partnerships and willingness to work together
- Innovative energy fostered on campus - some people are willing to grow and change
- Caring campus community
- New Senior International Officer with leadership, strategy, and projects underway for internationalization
- Foundation of partnership among EduCo, Education Abroad, and English Language Institute (ELI)
- Reputation of our President Hrabowski
- Strong career options for students among OPT, CPT, Career Fairs
- Supportive Legal Counsel
- Effective immigration services in IES

Weaknesses

- Not enough resources allocated to International Education Services to provide basic services
- Lacking support for agreement management, faculty programs, intake, process centralization
- Programs that international students want currently lack capacity to grow enrollment
- Cost vs. Investment mindset: Ways UMBC thinks about costs are detrimental to reaching our goals because we are not prioritizing ROI: UMBC is decentralized and slow to invest
- UMBC lacks basic Organizational Structure for Internationalization
- Lacking institutional strategy for international recruitment, enrollment, marketing
 - Domestic recruiting for international students is ad hoc
- Lacking marketing resources and are way behind peer institutions
- Digital tools: adding tools but still behind
- Transfer credit for international undergraduate transfers are not done well
- Organizational structure has too many decision makers - can bog down decisions or can result in conflicting decisions re: recruitment
- Low global profile and brand confusion
- Lacking campus-wide definition of international students and metrics
- Physical space and resources representing lack of priority given to International students as compared to competitor institutions
 - Visitors, current students, and potential partners notice these differences

- Student Focus Group Themes
 - On campus jobs are difficult to find/get; Scholarships are lacking
 - Counseling Center understaffed/under resourced
 - UMBC transit lacks frequent service to Indian Grocery
 - We don't send recruiters to areas where our students come from
 - Lacking a general International Student Organization
 - Graduate classes that frequently overlap on same day at 4:30 pm
 - Security concern related to walking on campus after evening classes
 - Lacking yield activities in student home countries
 - Lacking arrival greeting, transport to campus, or alumni involvement

Opportunities

- Maryland state initiatives:
 - Maryland International Education Consortium, World Trade Center Institute
- Potential change with Maryland international recruitment agent law
- Countries that we can market to and recruit in successfully
- Alumni engagement
- Engagement with local immigrant communities: Nigerian, Korean, etc.
- International Rankings
- Campus location and proximity to embassies, sponsored student agencies
- Industry in Baltimore, DC corridor for OPT/CPT internship placement
- We have a lot of local people with relatives or friends that may want to attend UMBC as international students because they already have a local family connection
- Market trends in employment align with academic programs
- Increasing number of Professors in Computer Science could increase enrollment of 100 international students to fill new spots
- U.S. is still a destination for international students
- Internationalization momentum is building nationally in higher education
- New Political Allies: Adrienne Jones and Mary Washington

Threats

- Proximity to Baltimore and its associated stereotype as unsafe
- Political landscape
- Lacking competitive resource allocation for IZN as compared to peer institutions
- USCIS/DHS restraints/additional fees
- India enrollment grad student heavy
- Lacking international strategy at MHEC, University System of Maryland, State of Maryland, State Legislature, Federal government
- Students starting to wonder if they are welcome in the USA
- Things change quickly in international markets
- Demographic projections in the U.S. indicate that we're going to face a demographic cliff as local high school populations decrease – could detract resources from global engagement initiatives

Education Abroad

Subcommittee Charge

- Identify opportunities and barriers for student participation in education abroad programs
- Identify opportunities and barriers for faculty participation in education abroad programs
- Assess sustainability and scalability of current financial model for study abroad
- Integrate opportunities for international applied learning (e.g., internships, service learning and research experiences)
- Produce report with final recommendations/goals

Subcommittee Members

- Dr. Ana Oskoz (chair), Associate Professor, Modern Languages, Linguistics, and Intercultural Communication
- Martina Buckley, Associate Provost for Financial Management, Office of the Provost
- Dr. April Householder, Director of Undergraduate Research and Prestigious Scholarships, Office of Undergraduate Education
- Dr. Kevin Omland, Professor, Biological Sciences
- Sasha Hudson, Assistant Vice President & Controller, Financial Accounting & Reporting
- Beth Jones, Associate Vice Provost, Office of Summer, Winter and Special Programs
- Dr. Maria Sanchez, Director of Education and Outreach. College of Engineering and Information Technology
- Rose Malone, Education Abroad Advisor, International Education Services
- Rachel McCloud, Education Abroad Advisor, International Education Services
- Caylie Middleton, Associate Director for Education Abroad, International Education Services
- Grace Castle, Academic Advisor, Global Studies
- Dr. David Di Maria, Associate Vice Provost, International Education Services
- Adam Holden, General Associate, International Education Services

Highlighted Recommendations

- Reduce financial barriers through scholarship fundraising initiatives and financial aid awareness
- Expand program portfolio to reflect student needs and interests
- Expand applied international learning opportunities
- Reduce academic barriers through elevation of IES as academic unit and addition of Education Abroad courses to GEP
- Reduce exposure to legal risk and financial loss through improved EA office staffing levels, decision making authority, insurance coverage, and policy/procedure
- Reduce faculty barriers by improving faculty led program salary structure and increasing staff support in Education Abroad office

SWOT Analysis Highlights

Strengths

- Past experiences, agility, and lessons learned by International Education Services (IES)
- Willingness to further develop policy and procedures
- Departmental buy-in: some departments are willing to collaborate and others less willing
- Momentum from administration related to internationalization and needs of better education abroad programs
- Group of internationally engaged faculty that are proponents of education abroad programs
- Value of diversity as a campus and its connections to Education Abroad
- Positive, collaborative atmosphere on campus
- Some academic offerings are directly tied to internationalization
- UMBC students have a natural interest in non-traditional study abroad locations

Weaknesses

- Restrictive curricula is not study abroad friendly, especially in certain majors
 - Internal perception/myth that STEM students can't go abroad or that UMBC student demographics hinder study abroad
- Faculty sometimes discourage students from studying abroad
- Attempts to deconstruct and reconstruct Education Abroad while programs are already in motion has been ineffective
- Lacking in risk management protocol, policies, procedures and staffing
- Lacking marketing staff or coordinated communication/marketing plan
- Lacking in accounting administrative support to assist with large volume of financial transactions, currency conversions further increases liabilities
- Physical space is undersized and not in student centered location
- Organizational culture: UMBC way as best and only way type attitude
 - Lacking in awareness of Education Abroad's important role in meeting our mission
- Cumbersome bureaucratic barriers related to program approvals, contracts, MOUs, and exchange agreements reduce effectiveness
- Discord in messaging and approaches across campus among various departments leading to liabilities
- Lacking study abroad scholarships for students
- Lacking revenue that is recouped by Education Abroad office through self-support
- Lacking a strategic program portfolio or sustainable student participation rates
- Program offerings, especially exchanges, don't match student interests and needs
- Limited influence or autonomy for decision making on exchange partnerships
 - Results in responsibility for tasks without capacity to fulfill or student interest
- Faculty not encouraged/incentivized by departments to teach faculty led programs
- Lacking appropriate technology for effective study abroad program management
- Lacking college champions, liaisons among and within the faculty and Dean's offices

Opportunities

- Leverage alumni to crowd fundraise for scholarships
- Student diversity and interest
- Geographic location outside DC
 - Appealing as a strategic partner for a lot of institutions around the world
 - Enables mobility (3 international airports) as compared to other locations
- Faculty international engagement: build and leverage existing collaborations
- Campus culture lends itself to collaboration
 - Dawg Days abroad may contribute to this culture
 - Investing in high profile program model
- Globalization of certain professions like engineering
- Career readiness related to globalization where companies demand employees that have global skill sets that align with education abroad learning outcomes
- Micro-credentialing, badges that assess, measure, recognize learning outcomes of education abroad
- Demographics of our diverse student body
- Opportunities for donors to support scholarships
- Increased talk and news coverage about education abroad on campus

Threats

- Other peer universities are way ahead of us
- National and Global political trends: xenophobia, isolationism, and increasing scrutiny of international partnerships
- Changing laws and regulations related to immigration concerns
- External financial threats to student financial ability to pay for study abroad
- Future demographic cliff in Maryland high school graduate numbers
- International health and safety concerns: lacking a plan
- Dearth of program offerings results in UMBC students paying for programs offered by other institutions
- Lack of resources and funding opens up many legal liabilities and risks
- Financial Aid regulations related to study abroad