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INTERNATIONAL STUDENT RECRUITMENT

Trends Update from ELS Educational Services



**ELS Opens New Centers
Strategic Recruitment Plans
Update: The New Reality
Preparation for Success**

ELS HISTORY *and* MISSION

At ELS, our mission is to enable international student mobility by creating pathways that help talented scholars apply to, attend, succeed and graduate from the finest institutions worldwide, thus multiplying the creativity, knowledge and understanding that improves quality of life for all.

ELS partners with American higher-education institutions to provide comprehensive services that raise awareness about their diversity, programs and value, while providing a variety of options to our partners, some of which are available at little or no cost.

ELS students pursue a complete range of English and test-preparation programs while benefitting from conditional acceptance to US institutions. Our programs blend academic, practical and cultural language skills. ELS offers a superior learning environment and tools including a comprehensive instruction system, unique curriculum, customized up-to-date texts and branded language-learning software. We set and achieve established, integral core competency goals and optional skills-enhancement enrichment for each student.

ELS reaches prospective students through a multitude of platforms, including:

- ELS's extensive Web ecosystem, comprising 91 country- and language-specific micro-sites that strengthen in-country awareness and allows country-specific messaging in 20 languages, including Arabic, Chinese Simplified, Chinese Traditional, Japanese, Korean, Portuguese and Spanish
- Advertising, social media and recommendations of family and friends
- Worldwide network of ELS Language Centers, including 75 in Australia, Canada, China, India, Malaysia and the USA, plus 10 additional global locations
- Qualified study-abroad student counselors in 102 countries and student fairs reaching more than 280,000 students in 30 countries

- Offices located in Australia, Brazil, Canada, China, India, Japan, Kuwait, Malaysia, Mexico, Panama, Russia, Saudi Arabia, Taiwan, Thailand, Turkey, the USA and Vietnam

ELS creates international visibility for its university partners. Each year, ELS distributes more than 800,000 customized, partner-approved promotional catalogues in 20 languages to showcase partner institutions. ELS also publishes an annual print *University Guide* (for the USA and Canada), with detailed information on more than 650 partner universities. Distributed in 20 languages, the *University Guide* is represented at more than 425 student recruitment fairs in 30 countries each year.

ELS University Partner Services are able to:

- Recruit qualified international students for conditional admission / university acceptance
- Promote via ELS's 2,300 international recruitment offices, with more than 1,000 ELS-authorized Counseling Agents in 102 countries
- Promote via ELS's core marketing avenues, including websites, brochures and bulletins; distribute university partner catalogues throughout agent offices, student fairs and at ELS Centers worldwide
- Provide sales/counseling support in ELS offices located in China, Russia, Taiwan, Turkey and Vietnam; organize recruitment tours, student fairs and agent meetings for partner institutions

4 Ways ELS Assists with Internationalization

1. International Gateway programs—joint programs to help students enroll
2. Language Centers on campuses
3. Recruitment partnerships
4. Conditional Admission Partnerships

WELCOME

Dear International Educator,

It is with great pleasure that we offer the latest issue of ELS International Pathways' *Journal of International Student Recruitment*, presenting pertinent and useful news, information and statistics relating to trends in international student recruitment.

You'll notice that this issue is presented in an online version, which we have chosen for its ecological footprint savings and our ability to enrich the reader experience by providing links to articles we find relevant to the issues faced by our college and university partners.

In this issue we visit our newest Pathways Partners, McNeese State University, Hofstra University, West Chester University, University of Wisconsin–Parkside and Augustana University. We continue our look at the new reality of international student recruitment. We update readers on many relevant issues, including the IIE Scholar Rescue Fund (IIE-SRF) and the Many Languages, One World® student essay contest, of which we are most proud.

As in every issue, we strive to offer relevant information that keeps readers informed about news and trends in international student recruitment. Please take a moment to subscribe, if you haven't done so already, at InternationalStudentRecruitment.org/SubscribeJournal.

ELS International Pathways helps your institution to increase international student enrollment in a variety of ways. Visit InternationalStudentRecruitment.org to see the many ways we can assist you in recruiting qualified international students.

Our *Journal of International Student Recruitment* shares the results of our collaborations and offers relevant information on how you too can become more efficient and successful in your international recruitment.

Sincerely,



Mark W. Harris
President & CEO
ELS Educational Services, Inc.



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ELS OPENS NEW CENTERS

As profiled in the *Journal's* Issue 19, ELS opened at the **Rutgers University-Camden** campus in October 2015. We are pleased to announce the launch of five more ELS locations in 2016. ELS is growing at a significant pace, based on demonstrated results to our university partners, expanding our presence at public and private universities throughout the USA.

ELS/LAKE CHARLES: Opened January 11, 2016

McNeese State University, Lake Charles, Louisiana

McNeese State University is located in fast-growing Lake Charles, midway between Houston and New Orleans. McNeese offers more than 70 degree undergraduate and graduate programs in business, education, engineering and technology, liberal arts, nursing and science.

For the fourth year, McNeese has been ranked in Tier One in the Best Regional Universities South category in *U.S. News and World Report's* America's Best Colleges 2015, and ranked in the top 50 among the southern region's public institutions. McNeese's College of Engineering and Computer Science ranks third among US public *and* private institutions, offering the greatest lifetime return on investment. Small but groundbreaking, McNeese is an Innovation Engineering pioneer, instructing students in effective methodologies to create, communicate and commercialize ideas, products and services. Its SEED Center houses a student business incubator and the high-tech interactive Innovation Laboratory.

The Lake Charles area offers a year-round temperate climate that's perfect for all outdoor activities. Lake Charles is home to more than 75 exciting annual events, including Mardi Gras, the Contraband Days Louisiana Pirate Festival and the Cajun Music & Food Festival. Explore the **Creole Nature Trail**, 180-plus miles of pristine beaches and wildlife habitats. Students can visit art galleries, museums and the Henning Cultural Center or enjoy live music at multiple venues.

ELS/NEW YORK - HOFSTRA: Opened April 25, 2016

Hofstra University, Hempstead, New York

ELS is proud to welcome Hofstra University to its network of on-campus locations.

A nationally ranked and internationally recognized institution, Hofstra University has been cited on the Best College Lists of *U.S. News and World Report*, *The Princeton Review*, *Fiske*, *Washington Monthly*, *Forbes*, LinkedIn and GraduatePrograms.com. Hofstra University offers superior national rankings, including being in the top 4 percent of the Payscale College ROI Report Best Schools for Business Majors and

among *Forbes'* Best Business Schools. Through its AACSB-accredited Frank G. Zarb School of Business MBA program, students may pursue graduate degrees in business analytics, information systems, international business and strategic healthcare management among other well-regarded programs. Hofstra also offers a wide array of other degree programs, including engineering and computer science.

At Hofstra, students enjoy full amenities on its lush, state-of-the-art campus, which is located 25 miles (40 kilometers) east of New York City. On-campus housing and homestays are available, and it's an easy train ride to the city that never sleeps via the Long Island Rail Road. Hofstra's 240-acre campus is spacious, with ivy-covered buildings and outstanding facilities that include a world-class library, a fitness center complete with indoor and outdoor pools, and a bicycle-friendly area.

Beloved by locals and tourists alike, remarkably diverse **Long Island** offers a wealth of cultural and sporting events, historic sites and excellent beaches. There's plenty to explore here when time permits!

ELS/PHILADELPHIA - WEST CHESTER: Opens June 20, 2016

West Chester University, West Chester, Pennsylvania

West Chester University (WCUPA) is a public university, the largest in Pennsylvania's state system. It is home to more than 16,000 undergraduate and graduate students from 29 US states and 74 countries. The university offers 118-plus undergraduate and 100-plus graduate programs, affordable tuition and a student: faculty ratio of 19:1. The West Chester community is welcoming to international students.

WCUPA is committed to community outreach, facilitating more than 800,000 student volunteer hours yearly. It offers 280 student clubs and organizations, and its athletic program is the largest in the NCAA Division II; students can compete in—or support—24 different women's and men's intercollegiate athletics, sports clubs, and intramural activities.

The university is located in historic Chester County: about 25 miles west of Philadelphia and midway between New York and Washington,



West Chester University

DC, offering many options for day trips and weekend travel. West Chester is a bucolic campus in a picturesque town that dates to the early 1700s. Students can walk to shops, restaurants and music venues; visit West Chester's many **restored historic homes**; ride the West Chester Railroad and enjoy art exhibits at the Brandywine River Museum. The area enjoys four distinct seasons and is rich with natural beauty, public parks and gardens.

ELS/KENOSHA: Opens August 22, 2016

University of Wisconsin–Parkside, Kenosha, Wisconsin

University of Wisconsin–Parkside (UW–Parkside) is a member of the University of Wisconsin System. A model of contemporary planning and design, with glass-walled corridors that connect the main academic buildings and provide scenic views, the UW–Parkside campus is situated on 700 acres of woodlands and prairies near the shores of Lake Michigan. It is centrally located in the thriving corridor between Milwaukee, 30 miles to the north, and Chicago, 60 miles to the south, which is accessible via train.

UW–Parkside offers 37 undergraduate majors and 40 minors, numerous certificate programs and graduate programs in business, computer science, sustainable management and applied molecular biology. It also hosts a flourishing student volunteer initiative as well as Wisconsin's only NCAA Division II Athletic program. The campus has an art gallery and theater, a foreign film series and more.

The beautiful Lake Michigan shoreline offers an authentic electric street car system; popular destinations include five museums, two lighthouses, several beaches and the Kenosha HarborMarket. Nearby, the downtown area offers shopping, dining and more. Step out at **The Rita**, the region's foremost arts center. The metropolitan area



University of Wisconsin–Parkside

offers outlet mall shopping and four seasons of recreation, including golf, hiking and biking and skiing and snowboarding.

ELS/SIOUX FALLS: Opens September 12, 2016

Augustana University, Sioux Falls, South Dakota

Augustana University is a selective, private university of 1,800 students. Founded in 1860, Augustana offers a premier, affordable educational experience. Students may choose from degree programs in more than 50 majors. Augustana is ranked as one of the best in the Midwest USA by *U.S. News and World Report* and *The Princeton Review*. International students benefit from its small class sizes (average 17 students), a low student:faculty ratio (11:1) and customized advisory services, excursions and activities.

Augustana University's location in central Sioux Falls places students within walking distance of entertainment and services. Students ride the city's buses at no charge. Sioux Falls, known for its hospitable residents, has been ranked a best place to live in the U.S. for several years. It offers excellent internship and employment opportunities. As the state's largest city, it is a regional business, cultural and health-care center.

The area's four distinct seasons provide ample opportunities for outdoor recreation. A network of walking and bike trails includes **Falls Park**, a 123-acre green space complete with historic buildings, a farmers' market and magnificent waterfalls. There is year-round access to Great Plains Zoo & Delbridge Museum of Natural History. Downtown Sioux Falls is home to SculptureWalk, a year-round outdoor exhibit. The annual Festival of Cultures allows artists to display and sell their work. The city also features history and art museums and music venues.



ELS International Gateway Programs

The ELS International Gateway Program (IGP) is an extension of our many recruitment solutions for international student recruitment and preparation. ELS works closely with partners to assist them with their internationalization goals by recruiting the most qualified candidates from around the globe.

The International Gateway Program Defined

The ELS International Gateway Program is a collaborative venture between your university and ELS, in which degree-seeking students are recruited, fully supported and prepared for integration and full matriculation into your institution.

The International Gateway Program is an optimal choice for our university partners. Each IGP is designed to function through its own office, operating in tandem with an ELS Language Center. As a specialized support unit, the IGP has the flexibility to provide even more customized solutions for international students who are enrolled in ELS programs.

“ELS is proud of our extensive—and proven—solutions for universities to reach their internationalization goals with qualified and prepared students.”

IGP eases the transition from a student’s home country to a new learning environment by combining credit-bearing courses from the first year of the student’s degree program together with courses that will continue to develop the student’s fluency in English. In addition, IGP helps students acculturate to new US environments by supporting academic and social goals and encourages learning through an array of ELS-provided support services.

Added Confidence for Students

There are two options for Gateway programs:

- For undergraduate students—The International First Year Gateway Program
- For graduate students—The International Masters Gateway Program

Each program is tailored to the unique needs of ELS university partners and their internationalization goals. ELS’s unique position and extensive history in American higher-education contexts enables us to support our university partners in targeted recruitment, curricular development and support for campus faculty and staff who will be affected by a growing population of multilingual and multicultural students.

Curriculum includes small-classroom sections of university-credit-bearing courses taught by university faculty along with specially designed English for Academic Purposes (EAP) courses. There is also specialized assistance to help students develop best-practice study skills. Acculturation activities are an essential part of the program. Faculty includes university-appointed professors for credit-bearing courses and ELS-appointed faculty for EAP courses. As always, the focus is on student success. Academic progress, acculturation and retention are paramount, and graduation is the primary goal.

Added Support for Partner Institutions

ELS International Gateway Programs provide each university partner the assurance of international students’ abilities to succeed in degree studies and of the institution’s ability to harmonize a changing student population. ELS owns and manages the process, easing the responsibilities of our university partners.

For more information about introducing an ELS International Gateway Program on your campus for the 2017–18 school year, please contact Lisa Besso: lbesso@ELS.edu.



ELS Inaugurates Program to Bring Japanese Students to the USA

More than 8,350 Japanese students applied for admission to a newly established program arranged by ELS and a division of its parent company, Benesse School Division. Just 400+ were admitted as freshmen to begin the ELS English for Academic Purposes program, which commenced on April 6, 2016. Of the over 400 students, 60 percent are women. The first semester will consist of more than four hours of ELS English-language instruction per day on-campus in Japan.

During their second and third semesters, students will study at ELS on-campus programs located across the USA. Beginning in August, 2016, groups of 15 to 25 students will arrive at these ELS campus locations. During the fall semester, they will study six hours of English

daily, thus progressing with language fluency. In spring 2017, advanced students will attend both English and credit-bearing undergraduate courses at more than twenty ELS university partner campuses. Following their study, they will return to Japan and begin focusing on language studies, teaching, culture, international affairs and other subjects that will form their undergraduate degree majors.

The 400-plus students who make up the new program are the first of thousands of Japanese students who will attend ELS partner campuses in the next five years and contribute to a major resurgence in the numbers of Japanese undergraduates studying in the USA.

ELS Prepares Students and Institutions for Success

The New York Times highlighted a university's growing pains while **recruiting and placing international students**. This issue reinforces the long-standing ELS recruitment strategy of market diversification and working with qualified, vetted counseling agents who offer up-to-date information as well as a focus on strong academic skills and rich cultural experiences to prepare the student for university success.

Before ELS students spend many hours in US classrooms mastering English and study skills, and long before they enter into universities, prospective applicants are assessed in their home countries by dedicated teams of ELS in-country professionals. ELS students spend the equivalent of nearly two years of undergraduate work in a fully accredited university environment. In addition, our students benefit from small class sizes and personalized support while they acclimate to their new environment. The results? ELS-trained undergraduates average 2.94 out of 4.0 GPAs, and graduate students average 3.42 out of 4.0 in their studies at ELS partner universities.

In order to evaluate, select and match students with US partner institutions, ELS has invested in numerous resources and programs, including a counselor application, appointment and approval process, plus extensive training and certification. Counselors meet ELS regional directors in person, provide a minimum of two references from schools with which they have previously worked and

are vetted for authenticity and ability. We manage risk on behalf of our partner institutions and uphold the high standards that we have worked diligently to achieve and maintain for 55 years.

ELS is cautious about the disreputable practice of agencies abroad that employ "sub-agencies," i.e., those that route student applications via uncharted methods. ELS does not share any promotional allowance or allegiance with unqualified agencies. Brand presence and promotions are carefully planned and not driven by any promotional allowance. ELS partner marketing materials are approved by university officials before being published.

ELS professionals are internationally educated, widely experienced and dedicated, and they provide prudent counsel and advising for students in order to match academic abilities and goals to the best institution. There is no successful study abroad without proper academic credentials. We do not allow risk to overtake benefits. We vet prospective students' applications for academic standards, authenticity and other requirements to the fullest extent possible, and manage expectations at every step of the process, providing support for student and institutional success.

By employing best practices consistently, ELS provides strategic and organic growth for our partner institutions.



FREEZE OR THAW?

The New Reality, Update Spring 2016

As people around the world rang in the New Year, 2016 seemed like gray skies all around. Oil was hovering at less than \$30 per barrel, and China's economic boom was widely reported as being on its downside after a disastrous stock market reversal in mid-2015. At the year's end and throughout this past winter, US stock markets plunged to lows that triggered unpleasant memories of the 2008 recession, culminating at their lowest marks of the year-to-date on February 11, 2016.

Despite this news, recent *Open Doors* reports show stronger US higher-education enrollment growth. The resilient US dollar, fewer scholarships from petroleum-based economies and volatile stock markets across the world are significant challenges, but the thirst for quality higher education continues. ELS is growing its footprint via prestigious universities in order to assist international students in finding the best program to achieve their educational and, ultimately, career goals.

World Bank 2016 Forecasts

As 2016's first fiscal quarter (ending March 31st) passed, some economic elements appear to be improving, if only a bit. Oil is currently holding somewhat steady at around \$40 per barrel, after dropping to \$30, from \$100 a year ago. The US stock markets have rallied and are in positive territory for the first time all year, and the US dollar is still relatively strong. However, the strong dollar has a downside: namely, an inverse correlation to international students choosing to study in the USA. As is probable after any terrorist incident, bond markets took the lead

over equities; the March 22, 2016, attacks in Brussels, Belgium, are the latest example of this. As reported by *Business Insider*, the [World Bank](#), when issuing its 2016 expectations, predicted that the US and its "advanced economy" will grow 2.7 percent, up from 2.5 percent in 2015, representing its quickest pace in a decade. (World Bank forecasts are subject to revision.)

For more information, see the *Guardian* article "[World's biggest oil producers meet to discuss possible freeze on production.](#)"

BRIC by Brick

It is evident that [some major players are undergoing upheavals](#). Of the BRIC nations that seemed invincible two years ago, only India is in positive territory heading into mid-year. The World Bank predicts that India will grow 7.8 percent in 2016. For some perspective on India's growth, read the World Eye Report's [India coverage](#). The BBC offers another perspective in a [compelling interview](#) with professor Sunil Khilnani, author of *The Idea of India*, who discusses the nation's "youth bulge," i.e., that one million of its youth turn 18 *every month*. While navigating a complex balance of interests, making critical choices, and deciding about types of growth, India must provide 12 million jobs each year.

Conversely, Brazil, Russia and China are facing difficult scenarios. The World Bank's global economic forecast of 2.9 percent (revised from its June 2015 prediction of 3.3 percent) versus 2.4 percent in 2015, still forecasts growth.

Russia has been affected by global oil prices as well as by continued international sanctions imposed over its military involvement in the Ukraine. The World Bank predicts its growth to drop another 0.7 percent this year after a 3.8 percent drop in 2015.

China's growth has slowed to 1990 levels (6.7 percent versus 6.9 percent prior). In addition, as reported by MSN, [China is facing a business cash flow crunch](#) that is causing internal economic stress. For readers seeking in-depth news regarding China's commerce and culture, peruse [China Dialogue](#), a bilingual online digest.

The World Bank has issued its 2016 [flagship report on the global economy](#), available as a free download.

“More than 40% of the world's poor live in the developing countries where growth slowed in 2015.”

—World Bank Group President, Jim Yong Kim

In the plus column, the [World Bank expects global commodities prices](#) to stabilize during 2016, which may help to sustain emerging economies.

Brazil's Particular Turmoil

Brazil's economy, hindered by a major recession among other woes, is expected to drop to 2.5 percent after shrinking 3.8 percent in 2015. As reported by Deutsche Welle (Germany), [Brazil is caught in its worst recession](#) since 1901, the first year its economic data was collected. [The country is mired in complex pressures. The seemingly omnipresent Petrobras \(oil\) scandal and its attendant political roiling](#) has reached the [presidency](#): Labor Party incumbent Dilma Rousseff is fending off impeachment (having already lost votes in the lower [Chamber of Deputies](#) and [Senate](#)) as well as suffering the loss of several members of her administration; her predecessor, former president Luiz Inácio Lula da Silva, whom Rousseff has recently named chief of staff, has also been snared in the inquiry.

Brazil's economic woes go beyond the recession; [its bond rating](#) was cut to junk status by the US ratings agency S&P, making a tenuous credit situation even more difficult. Compounding the crisis, [Brazil's mining and commodities sectors](#) have been in a steep slide for more than a year. And the risks posed by Zika virus have begun to affect travel just as the nation prepares to host the Summer 2016 Olympics.

For an in-depth look at Brazil's complex situation, see this [Wall Street Journal](#) article: “[Brazil's Boom-Era Missteps Now Haunt Economy.](#)”

Any good news? Spring has arrived ... well, at least in the Northern Hemisphere. Even that leaves Brazil out of the mix; then again, it never snows in Rio.





The View from China

The Year of the Monkey is upon us and the zodiac's traits of optimism, confidence and unpredictability all describe the state of study-abroad recruitment in China. Spring recruitment season is on, and the ELS team is busy meeting students and parents to understand their study-abroad needs and explain the benefits of enrolling in one of our partner universities.

The Chinese overall economy is in the midst of a steady transformation from high GDP growth of more than 9 percent to a moderate 5–6 percent rate. Despite growing economic concerns, families continue to seek opportunities abroad for their children; study-abroad demand does not appear to be affected. Some speculate that the economic slowdown may have the opposite effect and push parents to find an edge for their students through the study-abroad experience.

With ever-increasing student numbers, certain trends remain the same. A growing number of Chinese students are plagued by a lack of the academic English communication skills necessary to acculturate and thrive in a US university environment. A recent cheating scandal involving Chinese students hiring SAT and GRE test takers in their stead demonstrates the lengths to which students will go to enter a US university. Several students were caught paying a broker \$6,000 to hire a proxy to take the TOEFL exam and \$2,000 for the SAT. This is one in a series of exam-fraud cases. Universities must ensure that incoming students are prepared through a rigorous, proven process such as an ELS program.

ELS China continues to deepen its reach inside the nation. In early 2016, ELS opened its seventh office in the city of Zhengzhou, the capital of Henan Province. Along with office expansion, ELS China continues to receive direct inquiries from students via our website and referral channels. Many of these students are looking for

information on ELS programs and our partner universities, but do not require the services of a counseling agency. Our Shanghai-based customer service team helps provide that information and acts as a point of contact for students along their journey to an ELS program and partner universities.

The ELS/Shanghai campus supports many of our university partners by hosting activities ranging from recruitment events, predeparture seminars and alumni-development receptions. Many university presidents visit us and are continually impressed with not only the venue, but also the quality of service offered by the ELS China staff. Expansion of value-added services to our partners include direct lead follow-up, dedicated recruitment fair representation, social media lead generation and brand management inside China. These customized services demonstrate how ELS China is helping our partners keep pace with market changes in order to accommodate evolving student and parental needs.

The Year of the Monkey started strong, and we look forward to helping our university partners to recruit, prepare students, engage parents and play an important role in our partner institutions' overall global student recruitment strategy.



India Dispatch

India is a market that looks positively on the global study experience and the enriched career opportunities that follow. Many students aspire to study abroad, along with support from their families. This is evident by the more than 37 percent growth in the number of Indian students studying in the US in the past two years. This increase has been stimulated by economic growth as well as by all the US offers, including excellent educational infrastructure, multicultural exposure and career-based learning opportunities, such as Curricular Practical Training (CPT) and Optional Practical Training (OPT).

Recent news about the STEM OPT extension from 17 to 24 months was well received by students and parents; it allows students an opportunity to gain industry exposure and experience after graduation.

Most of the students we counsel make study-abroad decisions, including program and destination, based upon the career outlook that international education provides. This strong driver of opportunity-based decision-making is further evident in the decreased interest in study abroad in the United Kingdom, traditionally the second-largest destination for Indian students. Due to recent changes in UK immigration regulations, post-graduation work experience opportunities for international students have been curtailed there.

ELS India is a dependable provider of quality information on US study-abroad opportunities, providing quality counseling and established procedures via internationally educated, certified counselors. ELS has built its counseling model with an emphasis on student-oriented counseling, allowing students and their families to be fully involved in educational presentations, active participation and informed decision-making through every step of the journey. This successful model has clearly helped our students to be fully prepared to share the knowledge gained through the process. Students are able

to present themselves with confidence to institutions of interest, to consular sections during visa interviews and to immigration authorities at the port of entry, all of which positively assists them throughout their study-abroad journey and beyond.

Since 2010, the ELS International Educational Pathways Counseling and Admission services headquartered in Chennai, with branch offices in Bangalore, Coimbatore and more than 540 channel partner counseling offices strategically covering the large Indian demography, provide free, quality, unbiased counseling to guide aspiring students through this important decision-making process. ELS in India will strategically expand access to its quality services to all the major developed and developing cities in India by 2018 through advanced online solutions.

ELS India is planning to host two strategic recruitment tours in the fall 2016 for US institutions to the second-most prolific market for higher education. The ELS India 2016 strategic recruitment tour will run from September 8th to the 22nd, 2016, focusing on institutional visits and student fairs in cities including Chennai, Coimbatore, Ooty, Mysore, Bangalore and Hyderabad, with extended visits to Mumbai and New Delhi. The second tour covers India and Nepal and is organized in partnership with the U.S. Commercial Service; it is scheduled from November 13th to the 20th and offers student fairs at Kathmandu, New Delhi and Kolkata, with optional travel to Trivandrum.

The ELS India tours will focus on both undergraduate and graduate student recruitment through student fairs and institutional visits, while exploring areas of collaboration, including student exchange programs, twinning programs and collaborative research with Indian higher-educational institutions. For more information, please contact India@ELS.edu.



Internationalization of University Campuses and Implementing a Successful Strategic Recruitment Plan (SRP)

Internationalization of university campuses is becoming an integral component of university strategic planning, owing to the increased and essential need for student diversity and in order to prepare all students to become global citizens who are fully equipped to compete in the worldwide marketplace. While international student recruitment is an important part of institutional internationalization goals, there are multiple aspects to consider, including an international student support infrastructure on-campus, study-abroad opportunities and support for domestic students, language programs to support international students from non-English-speaking countries, classroom and cultural preparation support, international student support groups, establishment of joint/double degrees, student and/or faculty exchanges and research collaborations with foreign higher-educational institutions, international curriculum integration, intercultural awareness among faculty as well as within the university community and more.

According to the IIE's *Open Doors* 2015 report, total international student enrollment on US university campuses increased to 974,926 students, up from 3.2 percent in 1995 to 4.8 percent in 2015 of total students enrolled. While this represents substantial growth on US campuses, it is marginal compared to the international students enrolled at Australian universities, currently at an average of 25 percent and, at some institutions, as high as 46 percent. There is great growth potential as well as increased interest in quality international education and experiences among students and parents as they explore international education markets in many developing countries.

As a strategic recruitment plan (SRP) affects many areas, university leadership must be involved in clearly defining short- and long-term internationalization goals. These goals include a minimum of a stable five-year SRP that is adaptable, includes measurable ROI and delineates clear accountability among enrollment management team members, all of which are vital for success, cover several areas in a university administration.

For more than 55 years, ELS Educational Services has successfully assisted with the process of internationalizing campuses at more than 100 universities around the globe, establishing a large network of 2,300 quality business-to-business (BtoB) channel partners and recruitment agents covering all major markets. ELS has invested in managing and developing its agent network through established in-country offices, employees who provide consistent training/counselor certification for quality control of both the advising process and of information shared with prospective students. ELS has also successfully established a fully functional and successful business-to-customer (BtoC) model with recruitment capabilities in many major markets, including India, enabling online and offline direct recruitment functions. ELS language programs are offered at or affiliated with more than 60 US universities. The programs are integrated with the institution's internationalization plan and provide infrastructural support, language learning for students from non-English-speaking countries and the cultural competencies required to function successfully at the undergraduate and graduate



levels. ELS provides students with exposure to new languages, cultures, traditions and more.

ELS offers comprehensive experience in successfully establishing strategic recruitment plans for many of its partner institutions and has matriculated more than 1.2 million students. The following highlights ELS and its years of experience operating in vibrant global markets.

Domestic Recruitment vs International Recruitment

International recruitment markets are vast and offer significant potential for student recruitment, but each country's recruitment source is varied, and very different from, demographically divided domestic recruitment profile that would enable admissions professionals to systematically plan visits around available schedules and meet with potential students from all regional high schools. Beyond recruitment channel considerations, there are many other uncontrollable aspects of the international student recruitment life cycle that determine student flow, including but not limited to: economic and political conditions in-country as well as between source and host countries, visa regulations and limitations, currency exchange rates and more.

Strategic Recruitment Plan (SRP)

Creating an effective institutional SRP begins with an analysis of historical and current international student populations and demographics, which provides a platform for a logical approach toward the market as well as identification of program interest among international students. This data, along with indications of interest from academic departments looking to recruit international students, will help to create a clear SRP with the following elements integrated:

ELS Educational Services will present "The Latest Trends in Recruitment: China, India and Emerging Markets" at the NAFSA 2016 Global Partner Sessions on Tuesday, May 31, 2016, from 1:00 PM to 2:00 PM (Room CCC, Mile High Ballroom 1EF). We invite you to join us as we share information about the most effective media, messaging and methods to maximize budgets and clarify diversity strategies for emerging markets. Please join us to learn more about strategic recruitment in international markets.

- **Market-Specific Products/Programs**

Each country is unique. Each has its own demographic and economic characteristics, including varied buying patterns in international markets or even within them. Institutions should consider that not all programs are of interest to or within specific markets and carefully identify programs that have mainstream interest in each individual international market in order to optimize ROI. Some programs with unique characteristics, such as co-op opportunities, will be of greater interest for students and parents who are seeking career-based higher-education outcomes.

- **Identify an Institution's Unique Selling Points (USPs)**

Every institution has its own unique characteristics to promote in individual international markets: small class size, student:teacher ratio, an institution's national and regional ranking, whether it's a public or private institution, scholarships available to international students, cost of living, research opportunities, internship opportunities and many more. Being selective in portraying institutional USPs while coordinating with market desire will stimulate more prospective student interest than a general presentation of all USPs.



- **Diversification of International Markets**

Human resources, budgets and travel calendars are stretched in many university enrollment offices, and market diversification can be challenging. It's difficult to cover all potential markets successfully. It is important that each institution's international recruitment plan is distributed between developed international recruitment markets, including China, India, the Middle East and emerging markets where prospective students have increased interest in study abroad. This distributed recruitment plan could be progressive by increasing effort toward target markets based on available resources. A distributed approach diversifies the risk of having students from a few markets dominating the campus environment as well as external factors such as visa regulations, exchange-rate fluctuations or the source country's economic flux that could affect an institution's entire internationalization plan. While market diversification requires a large amount of travel resources and investments to develop the markets, there is a cost-effective methodology available that approaches the market with traditional as well as distributed channels of marketing.

- **Recruitment Channels**

The most important component of any SRP is allocating the available budget for marketing and recruitment efforts within each market's proper channels. Each market is unique and should be approached carefully with analyses or expertise in the channel-selection process. While each channel has rewards and shortcomings, many mature and developing markets have several established BtoB and BtoC channels that are optimal based on the life cycle and goals of an institution's recruitment campaigns within the market.

There are several established BtoB channels that are widely employed as a cost-effective recruitment method, such as working with recruitment agencies that promote the university brand while being paid by student matriculation. Close management of

such agencies ensures that they represent the brand correctly and distribute the correct program information to prospective students. There are other recruitment channels that have been successful for recruiting students, including standardized test-prep centers, individual counselors, lead generation, conversion companies and many others.

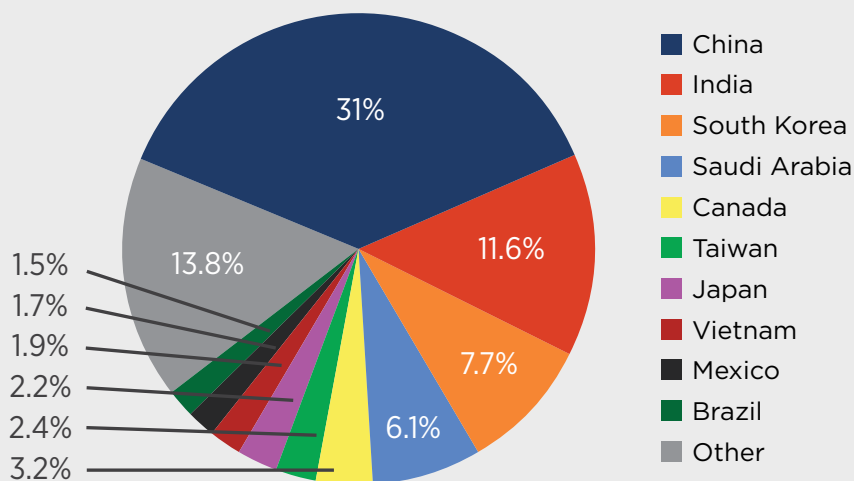
The life cycle of a campaign is determined based on brand presence within the market, which determines campaign performance outcomes. A university could choose from brand-building campaigns, lead-generation campaigns, increase in application campaigns and increase in matriculation campaigns.

Some BtoC channels include e-marketing, social media marketing, student fairs, institutional visits and peer-to-peer recruitment. While student fairs have been a larger trend of BtoC recruitment in India (by institutions that provide an opportunity to meet with a large number of students), they are expensive and time consuming. E-marketing and social media marketing are great ways to reach students at their doorsteps with tailored information, and social media has a greater reach among the target audience. It takes consistent effort to build presence and keep prospective students engaged through follow-ups. For example, it took almost four years to build a base of 450,000 followers for our ELS India Facebook page, making it India's number one social media site for study-abroad information. These BtoC media provide cost-effective ways to diversify an institution's international student recruitment markets.

- **Campaign and Communication Plan**

Every market approach, strategy and channel needs a clear campaign structure and communication plan that includes follow-up to keep prospective students engaged once identified. An adaptive communication plan based on student interest and study goals strongly determines the success of a campaign or channel chosen to expand international recruitment efforts.

Sample Distribution Chart for International Recruitment



- **Return on Investments (ROI)**

A recruitment channel and communication/follow-up plan determines the ROI on a campaign. It is important that the ROI-tracking process is in place before a campaign is launched for better tracking and decision-making based on past ROI. The ROI should carefully manage the sales cost, thus determining the cost of acquisition for each prospective student. The Customer Management Systems (CRM) that ELS has implemented and offers assistance in managing campaigns as well as monitoring performance from the first student touch point through matriculation, calculating the efforts in student recruiting and, finally, the cost of acquisition.

- **Long-term Versus Short-term Recruitment Plan**

Since there are variable recruitment choices that universities may choose from, a clear road map of long- and short-term goals should be defined with an established ROI-tracking mechanism; these must be reviewed on a regular basis in order to adapt to changing situations. Universities that consider a balanced short-versus long-term plan enjoy success in implementing campus internationalization. Some long-term recruitment plans include collaboration agreements with international schools for accepting their advanced credits toward bachelor's degrees, 2+2 programs, 3+1 programs, dual-degree programs and exchange programs that build a consistent stream of international students on-campus, as compared to BtoB and BtoC recruitment channels that are short term. Some BtoB relationships could possibly develop into a long-term strategy if efficiently managed.

With the above-listed components, institutional partners can successfully build a strategic recruitment plan for your institution along with the infrastructure, systems, finances and personnel to support the success. ELS Educational Services has more than five decades of experience in creating such strategic recruitment plans for our partner institutions and executing them successfully.

SAUDI ARABIA CUTS SCHOLAR FUNDING

As reported by *CNN Money*, the Saudi Arabian government has cut an undisclosed amount of funding from its prestigious King Abdullah Scholarship Program (KASP). Approximately 12 percent of the government's education budget has been trimmed in response to falling oil prices.

In 2015, nearly 60,000 Saudi students studied abroad, and approximately 90 percent of them received support from KASP. Launched in 2005, the program for undergraduate, graduate and doctoral students includes full support for tuition, medical insurance, travel and a living-expenses stipend. Students choose among designated fields, including medicine, business, science and engineering.

According to reporting in *The Economist*, the new restrictions limit institution choices to the world's top 50 academic programs in a specific field or universities ranked in the top 100. The authors predict long-term repercussions for the nation if cuts extend.

Open Doors consistently ranks Saudi Arabia in the top five countries sending scholars to US study programs, including in its latest survey for 2014–15. However, the latest restrictions may have a negative impact on smaller US educational institutions.



Futurecast: Competing for International Students

It seems like a dream come true: a record 4.5 million international students are currently studying in countries around the world, more than double the number of fifteen years ago (2000). Their ranks are expected to double again in the next ten years, rising to 7–8 million by 2025 for multiple reasons.

However, as reported by *The Economist*, the USA will be in increased competition with other English-speaking nations to attract these students. The article “[Brains without borders](#)” points out that the

Total Number of New Students hosted in the USA:

974,926

Total US economic impact (2014):

\$30 billion+

Total number of students studying abroad globally:

4.5 million

USA does not have a cohesive national advertising strategy to recruit international students, which means that US higher-education institutions must employ alternate avenues in order to promote and recruit qualified international students.

It’s no surprise that tightened immigration policies, work regulations and visa restrictions, enhanced since the events of September 11, 2001, have had an ongoing impact on international student recruitment to the USA. International student enrollments in the USA protect and enrich many programs in hard sciences, particularly graduate-level programs. For many domestic institutions, attracting domestic students into such programs occurs at lower rates than for international students. The continued flourishing of STEM programs in the USA depends, at least on some level, upon having continued cohorts of international students to pay to attend them and work as undergraduate teaching assistants and researchers as well as their ability to work in the USA after graduation.

Adding to the competition, international students may instead choose to attend higher-education institutions in nontraditional locations: Japan is looking to recruit up to 300,000 foreign students by 2020 (a 60 percent increase), while Malaysia plans to double its international student population to a planned 250,000 in the next ten years. Moreover, the continued increase in online instruction makes strategic planning and partnerships all the more imperative.



OPEN DOORS® Announces 2014–15 Report, November 2015

According to data presented in the [latest report by the Open Doors Project](#), the year 2014/15 was one for the record books. Notching the highest growth rate in 35 years, there was a 10 percent growth in the number of students pursuing study abroad. The USA hosted a record high of 974,926 students, nearly twice that of the United Kingdom, which was ranked as the #2 host nation.

In US enrollments, China led the way with 304,040 enrollments, with undergraduates outpacing graduate students for the first time. This was followed by India (132,888), which led growth with a nearly 25 percent increase. Brazil ranked third (23,675). Kuwait,

Nigeria and Saudi Arabia also posted gains, as did Latin America and the Caribbean, fueled by a U.S. State Department initiative to boost enrollments from that region.

According to the U.S. Department of Commerce, spending by international students provided significant economic benefits and job creation to all 50 US states; an enlightening [state-by-state and Congressional district breakdown](#) is included in the report. Also, the *Wall Street Journal* offers [graphics](#) illustrating the demographics of international students in the USA.

AIEA 2016—Panel Recap

The Association of International Education Administrators (AIEA) held its [Annual Conference 2016](#), titled “Building a Better World: The Academy as Leader” in Montreal, Quebec, Canada, in February 2016. This year’s assembly focused on facilitating institutions to help them become “more effective regional leaders and stewards for enhancing the quality of life and educational, economic and cultural development” so that they may play a more integral role in local communities as well as in nations and in the world.

During the conference, ELS sponsored a [panel titled Addressing Challenges of the Intercultural Classroom: Leadership Perspectives](#). Mark Harris, CEO and President of ELS, hosted the panel, which included:

- Robin Matross Helms, Associate Director of the Research Center for Internationalization and Global Engagement at the American Council on Education
- Darla K. Deardorff, Executive Director of the Association of International Education Administrators and Adjunct Research Scholar in the Program of Education at Duke University

- Terrence W. Miller, J.D., Director of the Office of International Education at Marquette University

Each participant made a presentation; afterward, the group fielded questions from the audience. The key discussion focused on the issue of [intercultural competence](#). For institutions to be ever more efficacious in a global realm, faculty and staff must have an understanding of and training in the complexities and relevance of a process-oriented approach to intercultural competence. Attitudes, knowledge, skills and internal and external outcomes are all integral to defining and refining the institution’s role in building consensus, goal setting and achievement.

More than [two dozen conference presentations](#) are available on the AIEA website.



IIE SCHOLAR RESCUE FUND

There are moments when we can reach out and positively affect a person’s life, and happily ELS has the means to do that by supporting the IIE Scholar Rescue Fund.

In recent years, some students studying at ELS Language Centers have found themselves stranded in the USA when violence erupted in their home countries, cut off from their families and without funds for study or living expenses. ELS offered its unconditional support so that they were able to continue their studies, regardless of their parents’ political affiliations, until such time as they could safely return home.

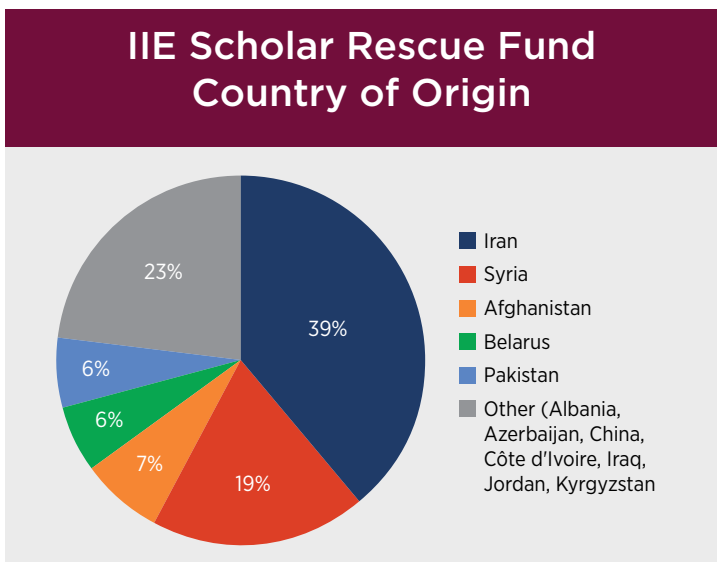
Expanding this effort further, upon learning about the **IIE Scholar Rescue Fund** (IIE-SRF), Mark Harris contacted IIE to offer English study scholarships to help scholars rapidly master English in order to teach, conduct research and otherwise be successful in their relocation to the USA and other places around the world.

The IIE-SRF is a humanitarian extension of sanctuary that supports the rights of equality, freedom of religion and free speech—values to which ELS is fully committed. ELS scholarships will be our contribution toward the successful transition of at-risk academics to continue to be productive in their research and teaching work in safety. ELS has agreed to provide full tuition scholarships to rescued scholars and their spouses and children at any of the ELS Language Centers.

We want to take a moment to update you on the ELS scholarship to the IIE Scholar Rescue Fund. The positive impact and goodwill this program generates is truly infectious.

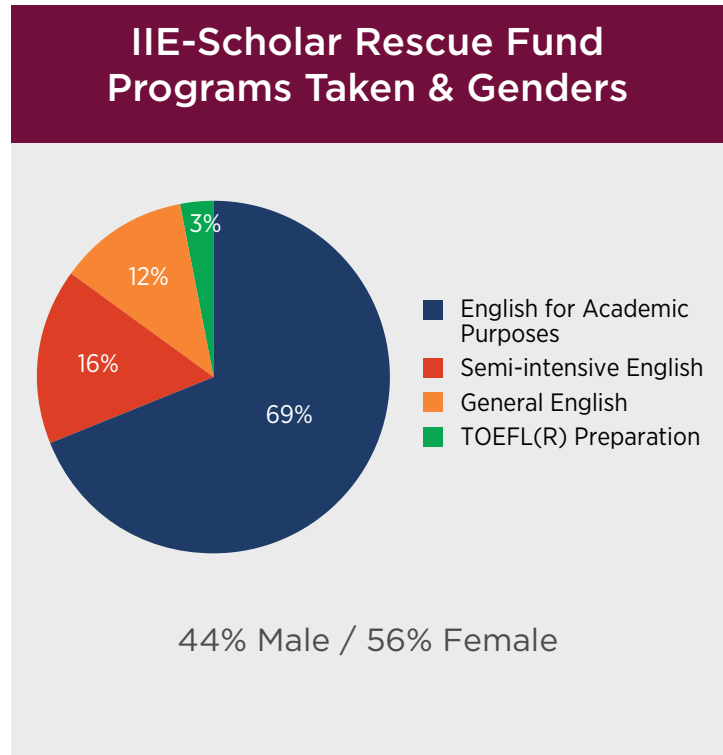
Some interesting points on the current status:

- At-risk scholars/spouses in the ELS program to date: 35
- Value of ELS contributions (tuition and fees waved): \$300,000-plus
- Associated universities: Arizona State University, Columbia University, Emerson College, Georgetown University, George Washington University, Harvard University, IUPUI, Lehigh University, Montclair State University, New York University, Ohio State University, Smith College, Stanford University, Suffolk University, UMass Amherst, University of Pennsylvania, University of Toronto



The ELS scholarship makes a significant impact in the lives of rescued scholars and their spouses and children, increasing their comfort and adaptation to new circumstances. This program demonstrates the essence of ELS's mission and how we are focused on having a positive impact on the lives of the students we serve.

For further information, see this [PDF flyer](#) for use with our university partners, and a copy of the application, which details cultural sensitivities we must be aware of when working with these scholars. Potential applicants need to first communicate with IIE-SRF, who then forwards to ELS the IIE-SRF-approved applicants.

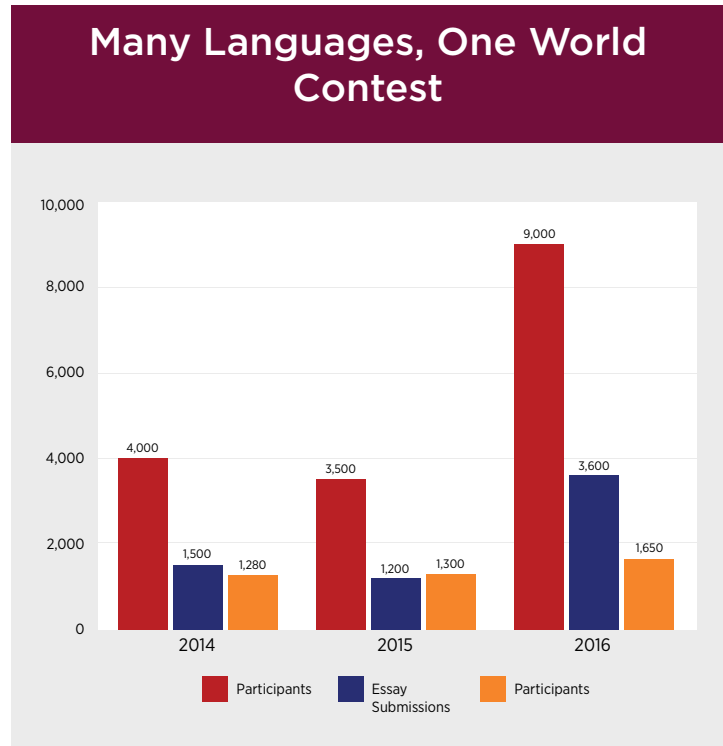


Many Languages, One World[®] Student Essay Contest

For the third year, ELS, in conjunction with the United Nations Academic Impact, is sponsoring the Many Languages, One World Student Essay Contest and Global Youth Forum for 2016. The goal of the Many Languages, One World Student Essay Contest and Global Youth Forum is to support multilingualism and to recognize the continued impact of the United Nations' six official languages: Arabic, Chinese, English, French, Russian and Spanish. As such, students must write their essays in their second or third language. Sixty winners (10 per language) will be selected to present at the United Nations in New York.

This year there is representation from students in 165 countries, and a total of 3,635 essays are being considered. The contest has grown exponentially in the past three years (see chart).

Thus far, there have been more than 245,000 visitors to the contest's [homepage](#), from a great range of countries.



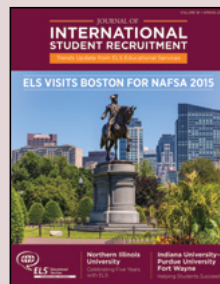
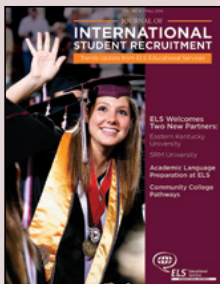
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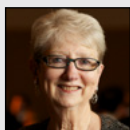
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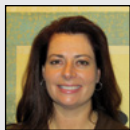


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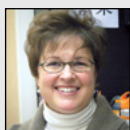


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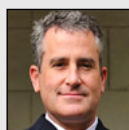
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