

INTERNATIONAL PROGRAMS STRATEGIC PLAN
2006/7 – 2010/11
Ross Jennings

Summary

International student enrollment surged in 2005/6, reaching approximately 600 in fall and winter quarters. This was due to the flywheel effects of strong recruitment efforts, a better US student visa climate abroad, on-campus housing, our High School Completion program, an outstanding university transfer advising system, an exceptional IESL program, business services characterized by excellent communication, and continued strong support by GRCC leadership. We will work hard to maintain and enhance these, to retain our competitive advantage in the future.

Our recent experience teaches us to take nothing for granted. Previous enrollment peaks were followed by declines stemming from the Asian economic crisis of the late 1990s, 9/11 and SARS. The program is now in position to pursue the strategic goals of revenue growth, internationalization of campus and continual service and infrastructure improvement. We will read Tom Friedman's book The World is Flat and share other readings thereafter to help us generate ideas and maintain a wide-ranging perspective.

1. Revenue growth

The percentage of state support in the GRCC budget has been declining steadily for many years. Other revenue sources will be needed to fill the gap. International Programs will be expected to do its part in this regard.

Onshore international enrollments have been and will continue to be the mainstay of IP revenue. External factors such as security, economics, world health issues, competition and visas will affect our numbers. At the same time, we will continue to do all we can to maintain and modestly grow our international enrollment.

At the same time, we expect an increasing proportion of international revenue to come from contract programs on both the Auburn and Kent campuses and from offshore programs. We will closely collaborate with Extended Learning and Economic Development (ELED), as well as other entities on and off campus, to effect this growth.

2. Internationalization of campus

Friedman's above-referenced book indicates how critical it is, as individuals and nations, to have a global perspective in this day and age. The Executive Vice President and faculty enlisted by her office will spearhead Title VI grants to fund internationalization of campus in ways to be defined by participating faculty, staff and administrators. IP, the Foundation and ELED will strongly support these efforts. We will also continue to independently support faculty and staff exchanges.

3. Service and infrastructure improvement

We will continue to improve a stable platform on which growth can be built. Housing, services and IESL office space constraints are the three most significant barriers to enrollment growth above the 600-650 level. Each must be addressed. More housing must be provided if international enrollment is to grow. Ways must be found to make our services more efficient, to enable us to better provide admission, business and

publications services for a larger volume. In addition, recruitment-related support services must also be improved to optimize performance.

Activities for 2006 – 2007

Revenue growth

- Onshore enrollment – For revenue projection purposes, we are submitting a target of 1,653 quarterly enrollments for the year, or 472 students per quarter (total/3.5), to GRCC leadership. This is up from our target of 1,473 of 2005-6 (421 per quarter). This conservative target allows the college to budget prudently, while allowing for a significant portion of any international revenue surplus to accrue to the college as well. While it is essential to budget conservatively, we would like to equal or exceed our 2005/6 international enrollment using the same basic methods and resources we employed this past year. We will also improve how we use our CRM database Salesforce.com, and enhance net recruitment efforts, including referrals generated by an alumni database.

Two programmatic matters will be addressed during the coming year. One, we will explore development of new ESL-related classes or new elements within existing IESL classes to add depth and marketability to a very strong and effective college prep English program. Two, we will do all we can to protect our High School Completion program from the challenges an unmoderated requirement to pass WASL for graduation would bring.

- Contract training – In cooperation with ELED, we successfully ran two contract programs in 05/06. We hope to build on this and create more such programs in the coming year. We believe there are opportunities in English teacher training, for both American ESL teachers wishing to teach abroad, and foreign K-12 English teachers to take refresher training at GRCC or in their home countries.
- Offshore enrollment – Our efforts to offer English and/or the first year of our AA degree abroad stalled last year. We still believe it would be beneficial and feasible to provide GRCC instruction abroad, and will continue to work to find qualified overseas partners for this purpose. We believe there may also be opportunities for English-medium Montessori programs overseas.

Internationalization of campus

- Title VI grant – The EVP office, with our help and that of the Foundation, shall apply for a Title VI grant during the year to fund internationalization of campus. There will be extensive discussions with interested faculty, staff and administrators to shape this effort.
- Faculty and staff exchanges – IP and ELED will identify opportunities for exchanges and support them financially.
- Study abroad – ELED will continue to run the college's study abroad efforts. IP will fund the sending of three former GRCC students to Mid Sweden University to support a hoped-for revitalization of our program with that school.

Service and infrastructure improvement

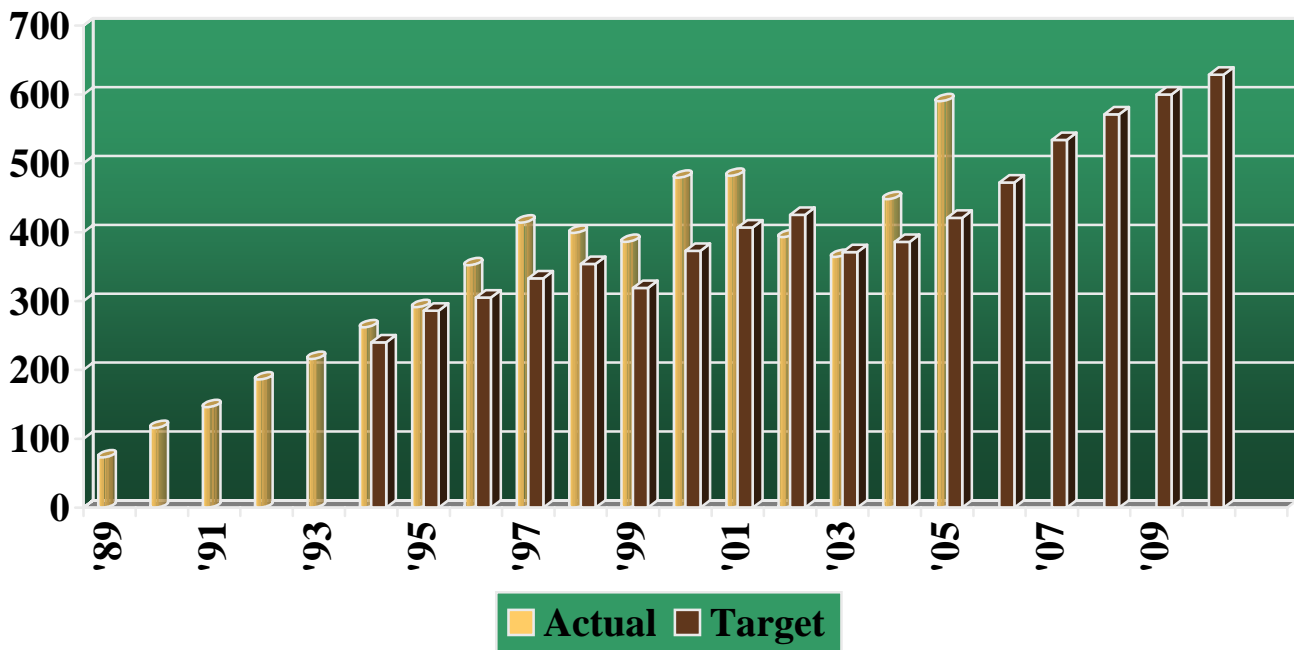
- Housing – On-campus housing and a steadily improving host family program provided crucial support for our record growth in 05/06. We will need to find a way to provide additional housing for

growth above the 600 level, if it occurs. The college is not expected to build further housing on the Auburn campus in the immediate future, so other sources will have to be developed.

- Payment processing – Processing of commissions, invoices, insurance payments and other recurring financial transactions for our enrollment of 600 international students create significant workload challenges for IP staff and the college Business Office. We will work to improve our processes to better serve our clients and ease the burden for our staff.
- Admission – Similarly, it is challenging to keep up with the volume of increased applications and inquiries. We will seek to improve our processing system, to enable us to maintain a high level of service without burning out our staff.
- Publications – It is essential that we distribute up-to-date, attractive marketing materials to prospective students and partners in a timely fashion. In 2005 we were not as timely as we would like to have been in our major distribution campaign in the summer. This year, we will be more timely. We will review our distribution system and improve it.

Annual international student enrollments on a quarterly basis

Targets: 1) 1994 – 2006: GRCC budget, 2) 2007 – 2010: RJ estimates
 Actuals: 1) 1994 – 2005: Annual headcount / 3.5; 2) 2006: Fall 2005 headcount



Annual International Student Enrollment Projection

<u>Year</u>	<u>Targets</u>	<u>Actuals</u>
2004 – 2005	1,352 (386 per quarter)	1,557 (445 per quarter)
2005 – 2006	1,473 (421 per quarter)	est. 2,000 (571 per quarter)
2006 – 2007	1,653 (472 per quarter)	
2007 - 2008	1,870 (534 per quarter)	
2008 - 2009	2,000 (571 per quarter)	
2009 - 2010	2,100 (600 per quarter)	
2010 – 2011	2,200 (629 per quarter)	

International Programs Cumulative Budget 1987/8 – 2004/5

GRCC's International Programs has always met the financial targets the college has set for it. A prudent budgeting process has shielded the college from unrealistic financial expectations, while allowing surplus revenue generated to accrue to the college. This philosophy is expected to continue.

Revenues	\$36.9 million
Expenses	\$22.8 million
Net contribution	\$14.1 million (38% of gross revenue)