

**International Education Advisory Committee**  
**Minutes**  
**September 29, 2017**

Attendance: Wakiuru Wamwara (RSCOB), Gina Oswald (CEHS), Tom Fenton (COLA -- alternate), Rosemary Eustace (CONH – ex-officio), Mateen Rizki (CECS), Bill Holmes (UCIE), Thomas Rooney (COSM)

1. Bill Holmes described some of the challenges UCIE faces moving forward. He noted that UCIE was operating with a less than optimal level of staffing. The portion of UCIE supporting recruiting has been reduced to one person who spends considerable time managing MOU's and agent agreements. He suggested we need to increase our ability to recruit by adding an additional person who would manage the recruiting efforts and spend at least 50% of their time actually recruiting. He also noted UCIE needs to have a realistic budget for recruiting.

He noted that the use of recruiting agents can be effective, but Wright State's agents are not distributed geographically so we are focused on a fairly small geographic region in India that enroll in the CECS. He explained that when a student is recruited by an agent and attends Wright State, approximately 12% of a student's first-year tuition is paid to the recruiter. The current UCIE budget is fixed so the cost of the agent's fee simply consumes the UCIE budget which becomes a disincentive to keeping recruiting more students even though UCIE continues to admit students. Bill Holmes suggested the recruiting budget has to dynamically expand based on the number of students recruited by agents.

Bill Holmes also noted that we need to expand undergraduate recruiting. To be successful at undergraduate recruiting, Wright State will need to attend international recruiting fairs so our name is known to potential students. This, in turn, requires funds for travel, marketing, and other promotional items. Typically the cost of a recruiting team is \$100-150K.

Bill Holmes also noted that UCIE's immigration staffing has been downsized. He noted that maintaining the current level of student service would be difficult. He also mentioned that in his experience Wright State provides a number services related to OPT that were beyond those offered by other universities.

Finally, Bill Holmes noted that he planned to present a 3-year strategic international recruiting/marketing plan for Wright State to the President and Provost in January.

2. The committee asked Bill Holmes about his plans to diversify recruiting and also if he had any sense of the capacity of international students that Wright State could support. A number of approximately 10% was discussed and is achievable but this depends on the mix of majors and distributions of countries of origin.
3. The committee asked Bill Holmes to develop a short-term tactical plan of action that could be taken to the Faculty Senate this semester. Specifically, ask him to provide a couple of action items that the Senate could act on to help UCIE begin to grow our international footprint. Bill Holmes expressed concern about the role of the IEAC and its relation to the newly formed Strategic Enrollment Planning Task Force Steering Committee (SEPTFSC). He has already been asked to chair and find members for the international recruiting subcommittee for SEPTFSC.

4. The committee discussed the misunderstanding among faculty and staff of the value of international students to the campus both in terms the cultural diversity of our campus as well as a significant source of revenue to both to the university and local business. The problem is the University's accounting system views a tuition discount as a revenue loss instead viewing such discounts as an incentive. Without adequate discounts, students will choose to attend other universities which leads to an even greater loss revenue. Furthermore, there is a belief among some faculty and staff that cost of educating an international student is much higher than a domestic student.
5. The committee discussed the need to develop a strategy to help inform campus faculty and staff about the true value of international students to Wright State.
6. Adjourned

**International Education Advisory Committee**  
**Minutes**  
**October 20, 2017**

Attendance: Dane Daniel (Lake), Wakiuru Wamwara (RSCOB), Gina Oswald (CEHS), Yi-Hui Lee (CONH), Rosemary Eustace (CONH – ex-officio), Mateen Rizki (CECS), Bill Holmes (UCIE), Thomas Rooney (COSM)

1. The committee discussed the new commencement participation policy that limits a student's ability to attend a commencement ceremony beyond the semester in which they graduate. The new policy impacts some international students who want their families to attend graduation and experience difficulties in arranging international travel for family members to attend the ceremony the semester the student graduates.

UCIE reported a maximum of 30-50 students per semester are effected. It was noted that there is a rationale for restricting students to attend the ceremony the semester they graduate. A number of students sign-up to attend a specific ceremony, but fail to appear. These students then sign-up to attend another ceremony. The logistics for managing no-shows is becoming overwhelming.

To avoid negatively impacting some international students, the committee agreed to recommend the University continue to allow students to attend any ceremony after they graduate while revision to the policy can be developed.

2. Bill Holmes provided information on the current state of international enrollment at Wright State. He noted that our distribution of numbers of international students and countries of origin differ from national trends. Our international enrollment is declining (2015-> 2016 -41%, 2016->2017 -25%). There is a sharp downturn in government sponsorship (Saudi Arabia and Kuwait). This is impacting a number of academic programs as well as LEAP.

Bill Holmes noted that academic pipelines between international universities and Wright State account for 1-2% of our students. At other universities this accounts for ~25% of international enrollment. Indicating there is an opportunity to develop more productive 1+1, 2+2 and 3+1 articulation agreements. While the academic programs are willing to develop these articulation agreements, we need to be willing to travel to partner universities to help recruit for these programs. The Andhra Pradesh agreement offers an opportunity to recruit students, but this is a tuition agreement not an articulation agreement.

Action plan. The academic programs need to develop new programs with partner universities. We need to setup events with partners in Andhra Pradesh. We need to make an investment in recruiting (\$200K) to put people on the ground in other countries so we have a local presence. We need to explore other creative ways to grow enrollment (e.g. alumni scholarships, affiliate model, etc.)

3. Adjourned

**International Education Advisory Committee  
Minutes  
November 21, 2017**

Attendance: Tom Fenton (COLA -- alternate), Rosemary Eustace (CONH -- ex-officio), Yi-Hui Lee (CONH), Mateen Rizki (CECS)

1. The committee discussed the proposed commencement policy. The Chair noted that the policy had been sent to Graduate School, UCIE, University Academic Policies Committee, and the Registrar for comment.
2. The committee discussed the ongoing problems with international recruiting and the anticipated drop in new international student enrollment. A member of the committee noted that Wright State could be more effectively recruiting students from China. She noted that many Chinese families have ample funding to send their children to Wright State, but they have difficulties with the admission and enrollment process. Specifically, there needs to end-to-end support to assist the applicant throughout the process including making sure proper housing is arranged to provide a sense of community. This might require setting up a satellite office in China. The committee tasked the Student Service Committee to explore options and provide recommendations.
3. The committee discussed the need to encourage creation of more small, student exchange programs that can be used to generate more students studying aboard and more international students joining Wright State.
4. The committee discussed the need to develop more incentive programs to attract students to Wright State. For example, programs that provide more on campus work opportunities would be attractive for students from certain countries. This would need to be tied to marketing and communication strategies to ensure potential students are aware of the opportunities.
5. Adjourned

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**International Education Advisory Committee**  
**Minutes**  
**December 1, 2017**

Attendance: Tom Fenton (COLA -- alternate), Rosemary Eustace (CONH – ex-officio), Yi-Hui Lee (CONH), Gina Oswald (CEHS), Mateen Rizki (CECS), Steven Kniffley (SOPP), Michelle Streeter-Ferrari (UCIE)

1. The Chair reviewed the feedback from the Graduate School, Registrar, and UCIE. The Graduate School was not in favor of a policy change that allows students more flexibility regarding attending later commencement exercises. Michelle Streeter-Ferrari explained that some of the concern regarding students using delayed graduation as a mechanism to get family members visa was incorrect. International students on Optional Practical Training (OPT) are still part of the University. Families of families of students at Wright State on OPT can obtain visitor visas. She also noted that students delay attendance of commencement for many valid reasons including needing to travel to start OPT, family members unable to arrange travel, needing to work to provide financial assistance for family members to attend graduation, etc.

After some discussion, the committee felt strongly that international students should be allowed some flexibility as to which commencement ceremony they attend. Further, the committee felt that having a single point of appeal such as the Senate Commencement Committee was a good approach to ensure student requests for the delayed attendance of commencement was handle uniformly.

2. The committee discussed the ongoing problems with international recruiting and the anticipated drop in new international student enrollment. Michelle Streeter-Ferrari noted that we are recruiting in Northern India and Wright State was the only university partnering with Turkmenistan. These are both undergraduate markets. She noted that there are several problems with undergraduate recruiting involving the need to better align our scholarship deadline with the timeframe for international applications. There are also problems with our website – international student applications are not handled by university enrollment management so students coming to the university website have to go to the UCIE website. Finally, there are a number of events (e.g. open houses) when the student application fees are waived. These have not been used for international recruiting events. In addition, there are countries where potential students do not have ready access to credit cards so they cannot submit applications.
3. UCIE will be going to Andhra Pradesh in January 2018. They are also finalizing an agreement with a Chinese partner institution.
4. The number of visas issued for Spring 2018 is significantly less than Spring 2017. The expectation is the total intake of new international students could be ~60.
5. Adjourned