

**GENERAL FACULTIES COUNCIL****Summary Document****ACTION ITEM**

**SUBJECT: Recommendation of the International Undergraduate Student Recruitment Model**

**ROUTE:**

<u>Progress</u>	<u>Deliberative Body</u>	<u>Meeting Date</u>	<u>Action</u>	<u>Discussion</u>	<u>Information</u>
	Academic Planning and Priorities Committee	2013-11-04			X
	General Faculties Council	2013-11-14		X	
	Academic Planning and Priorities Committee	2013-12-09		X	
	General Faculties Council	2013-12-12		X	
	Board of Governors	2013-12-13		X	
	Academic Planning and Priorities Committee	2014-01-13			X
	General Faculties Council	2014-03-13		X	
	Academic Planning and Priorities Committee	2014-04-14	X		
X	General Faculties Council	2014-04-17	X		
	Board of Governors	2014-04-25	X		

**MOTION:**

That the General Faculties Council recommend the International Undergraduate Student Recruitment Model to the Board of Governors for approval, as set out in the proposal provided to the Council, and as recommended by the Academic Planning and Priorities Committee.

## **PROPONENT**

This proposal is being brought forward for recommendation by Dru Marshall, Provost and Vice-President (Academic) on behalf of the International Task Force.

## **MODEL**

That the General Faculties Council recommend a University of Calgary International Undergraduate Student Recruitment Model that includes the following foundational pieces, and the components set out in 1 through 3 below:

- Growing partnerships
- Increasing recruitment
- Increasing capacity of EAP
- Increasing support services

- 1) Hiring external consultants to advise on resourcing and implementation;
- 2) The option to hire an external provider to help with recruitment; and
- 3) A review of the model by General Faculties Council and the Board of Governors in three years.

## **BACKGROUND**

This proposal is in follow up to the Report of the Subcommittee of the International Task Force on Student Recruitment that was presented to GFC on June 20, 2013, and the updates from the International Task Force to GFC on November 14, 2013, December 12, 2013, and March 13, 2014. The Task Force met 13 times since January 2013 to develop this proposal in addition to several subcommittee meetings that report back to the Task Force.

The International Task Force proposal is designed to increase the international portion of the total undergraduate enrolment from 6.3 percent in 2012-13 to 10% by 2018-19. This will require the recruitment of approximately 1400 additional students (or approximately 350 students per year in each of 4 years of an undergraduate degree, spread amongst faculties).

The Task Force developed nine principles to guide a proposed model for international undergraduate recruitment:

- Inclusivity
  - We have a welcoming campus environment that celebrates and promotes diversity and cross-cultural understanding.
- Quality
  - We will recruit high-quality students as determined by academic performance.

- **Student Success**
  - International students will be provided a supportive environment with high-quality curricular, co-curricular and cross-cultural experiences to maximize their opportunities for academic and life success.
- **Enhancing**
  - International recruitment initiatives will enhance the reputation of the University of Calgary while adding value to all students and our broader campus community.
- **Customization**
  - In alignment with our strategies, units will tailor their recruitment and program initiatives to meet their goals and the needs of their students.
- **Integration**
  - International activities and initiatives are woven into the fabric of our university.
- **Sustainability**
  - All international programs, activities, and support services must be operationally and fiscally sustainable.
- **Institutional Autonomy**
  - We will have control and authority over all academic aspects of our international programs. We have autonomy to assess and accept credit offered by others.
- **Timeliness / Agility**
  - We will make timely decisions about recruitment, program initiation, program implementation, and quality review processes.

## **RELATIONSHIP TO THE UNIVERSITY OF CALGARY INSTITUTIONAL GOALS**

The model recommended by the International Task Force was developed to meet the institutional goals outlined in the University of Calgary's *Eyes High Strategy* that align with the *Eyes High* vision, particularly the target of 10% international undergraduate students, and to ensure that those students are successful in their studies.

## **IMPACT OF DECISION AND SUPPORTING ARGUMENT**

Increasing the number of international undergraduate students on our campus is necessary to achieve the University of Calgary's *Eyes High* goals and the goals and targets outlined in the university's *International Strategy*. The recruitment model will help to diversify the campus, contributing to our concept of becoming a global intellectual hub. The proposed model will also transform our English for Academic Purposes (EAP) program into a signature element of our international program, will increase student support services, and will internationalize our campus.

## **RISKS**

Potential risks include inability to attract student, find the staff required to recruit students in sufficient number and to deliver a high-quality education to the international students who come

to our campus. Another potential risk is our ability to create an international campus that is welcoming to all students. The up-front investment required does not guarantee success. We believe we have developed mitigation strategies for all identified risks.

#### **RESOURCE REQUIREMENTS (reallocation and/or new resources)**

- Increasing the capacity of EAP program
  - Additional 5-6 classrooms and staff required
- Increase recruitment and change recruitment strategy
  - Increase number of recruiters
  - Additional travel budget required
- Increase support services
  - Increase service providers centrally and in faculties
  - Increase academic staff and graduate assistants

#### **ADDITIONAL PERSONS AND/OR GROUPS CONSULTED**

The model being presented by the International Task Force was developed through a series of meetings that included discussions with other post-secondary institutions and third party providers, as well as a literature review, to gather information to ensure an informed decision. The 27 member task force represents the constituent groups on campus.

#### **ATTACHMENT**

1. International Task Force Presentation – April 14, 2014



UNIVERSITY OF  
**CALGARY**

# International Undergraduate Recruitment Recommendation

Presented by: International Task Force  
April 2014

- Task Force reinstated in December, 2013
- Expanded to 27 members
- The Task Force met 13 times since January, in addition to several subcommittee meetings that report back to the Task Force

- **Inclusivity**
  - We have a welcoming campus environment that celebrates and promotes diversity and cross-cultural understanding.
- **Quality**
  - We will recruit high-quality students as determined by academic performance.
- **Student Success**
  - International students will be provided a supportive environment with high-quality curricular, co-curricular and cross cultural experiences to maximize their opportunities for academic and life success.
- **Enhancing**
  - International recruitment initiatives will enhance the reputation of the University of Calgary while adding value to all students and our broader campus community.
- **Customization**
  - In alignment with our strategies, units will tailor their recruitment and program initiatives to meet their goals and the needs of their students.

- **Integration**
  - International activities and initiatives are woven into the fabric of our university.
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  - All international programs, activities, and support services must be operationally and fiscally sustainable.
- **Institutional Autonomy**
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- **Timeliness / Agility**
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- The issue:
  - Target of 10% international undergraduate – requires an additional ~1400 students (ie, ~350 students per year in each of 4 years of an undergraduate degree, spread amongst faculties)
  
- Three prongs:
  - EAP [foundation program] (~40-50%)
  - Partnership programs (~30-40%)
  - Direct recruiting (~20%)

- The Task Force has agreed that every scenario requires:
  - Increase the capacity of EAP
    - [signature piece of our international strategy]
    - Additional 5-6 classrooms and staff required
  - Increase partnership programs
    - 2+2 and 3+1 programs (in progress in some countries)
  - Increase recruitment & change recruitment strategy
    - Increase number of recruiters
    - Additional travel & marketing budget required
  - Increase support services
    - Increase service providers centrally and in faculties

- EAP is academically focused – would be a signature piece for University of Calgary if we situate our foundation year in an academic unit
- EAP would need to shift:
  - Culture – this IS our pathways program/recruit into EAP with intent of coming to UCalgary
  - To be part of the three legged strategy (multi-modal approach)
  - Direct entry; 4 month program; 8 month program, depending on test scores
  - Students would normally gain credit for two university courses in the EAP+ program that would apply to their university degree program

# Financial Breakdown – Student Numbers

1400 additional students through the multi-modal solution – illustrative example

YEAR	2014	2015	2016/Y1	2017/Y2	2018/Y3	2019/Y4
1		175	350	350	350	350
2			175	350	350	350
3				175	350	350
4					175	350
TOTAL						<b>1400</b>

- Additional Annual Tuition Revenue
  - = \$18,338 x 350 students
  - = \$6.4M
- Steady state ↑ revenue = \$25.6M
  - \*if students are in all four years

All scenarios use 175 students for intake, 2015-16 and 350 thereafter

Scenario (retention rates)	Gross Revenue (in millions)
EAP 80% UCalgary 80%	\$15.7
EAP 90% UCalgary 90%	\$18.4
100%	\$21.7

Note: revenue comes from 3 modes: direct recruiting (~20%); EAP (~40-50%); and partnership programs (~30-40%)

## BASE COSTS

### CENTRAL

- Coordinator
- Recruitment (including travel)
- Specialized admissions
- Support services (central)

\$4.7-\$6.1M Base

### FACULTY

- Academic / GAT
- Advising

\$5.4-\$7.6M Base

### ONE-TIME COSTS

- Facilities
- Consultants
- Marketing

\$ 4.4 M OTO

All scenarios use 175 students for intake, 2015-16 and 350 thereafter

Scenario (retention rates)	Gross Revenue (in millions)	Costs (in millions)	Net Revenue (in millions)
EAP 80% UCalgary 80%	\$15.7	\$5.4-7.1	\$8.6-10.2
EAP 90% UCalgary 90%	\$18.4	\$6.6-8.4	\$10.0-11.8
100%	\$21.7	\$8.0-9.3	\$12.4-13.7



UCalgary Model	Third Party
<p>Hire critical external consultants</p> <p>Once \$ is generated grow to become Southern AB hub</p>	<p>Third party provider – full service OR recruitment only</p>

Both scenarios include:

Growing partnerships

↑ Recruitment

↑ Capacity of EAP

↑ Support services

- The International Task Force recommends to GFC that the University of Calgary proceed with:
  - A University of Calgary model that includes the following foundational pieces:
    - Growing partnerships
    - Increasing recruitment
    - Increasing capacity of EAP
    - Increasing support services
  - Hiring external consultants to advise on resourcing and implementation.
  - The option to hire an external provider to help with recruitment.

**\*Note: This model will be reviewed by GFC & the Board in three years to determine if changes are needed.**