



Two Sides of the Same Coin: Using SEM as Part of the Graduate Admission Solution

AACRAO SEM New Orleans October 30, 2007

Mary Baxton

California State University, Northridge

Susan Grogan Ikerd

University of Southern California



Overview - What is International Strategic Enrollment Management

Basically, it is the presence of international students on your campus.

- The way to organize your campus to address important issues of international recruitment, retention, and the connection between academic and student affairs units.
- The way to organize staff that is most effective in developing strategies to serve international students, AND to maximize international students if that is your goal.



What is International Strategic Enrollment Management

- The need to do away with isolation of international recruitment, admission, and support provided by a single office and toward a shared strategy.
- Make international enrollment management a part (“at the table”) of significant campus discussions.



What is International Strategic Enrollment Management

- There is no one international enrollment management model that fits all situations.
- It begins with a vision that makes it's way to a high level of the university that there is a need for international enrollment management and it is often generated from the desire to expand the enrollment of international students.



One of the most Current Graduate Admission Issues

- U.S. admissions officers have the task of comparing three-year degrees from Bologna signatory countries and determining the suitability for graduate study at U.S. institutions.
- The first order of business is to determine if we are asking the right questions in considering these degrees and finding essential common information for best practices in the decision making process.
- An important element of this discussion is to acknowledge that there is already variation in the nature of graduate admission processes in U.S. institution.



Essential Information

What is the purpose of the graduate admissions decision process in the U.S?

- First, to ensure that the admissions decisions are in line with the philosophy, mission and goals of the university and departmental graduate programs.
- Second, to ensure that the admissions decisions are based on a holistic review of the credentials and background of each applicant.



Essential Information

- Third, to facilitate the matriculation of applicants who indicate *promise of successfully completing their chosen program when they match the applicant's knowledge with the requirements of the programs.*



Make the best decisions

- Make sure admission decisions are in tune with the mission and goals of the university, the department graduate programs, and international student enrollment goals.
- It may be necessary to revisit the above statement on your campus.
- Base admission of students on consistent standards.



Make the best decisions

- Remember that graduate admission processes should promote applicants who indicate the potential to succeed when you match the applicants' knowledge and bachelor's degree curriculum with the graduate admission requirements to the program.



Sample presentation for your college or university

- No matter what you decide, it may be helpful to present the issues to officials at your institution. You would want to include an overview of three-year degree issues
- Your institutional mission and goal statement
- Implications and challenges for your institution
- Add some recent international trends and your admission policies, and end with a suggested best practices.



Sample Minimum Criteria for Admission

Graduate applicants are expected to have completed a bachelor's degree from an accredited university or college in order to be considered for graduate study, such as:

- Have completed at least 16 years of primary + secondary + tertiary education and have earned a university first degree, (counting years), or



Sample Minimum Criteria for Admission

- Have completed a university first bachelor's degree that grants eligibility for graduate study in a recognized university in that same country, or
- Have completed a university first bachelor's degree that constitutes quality assurance and sufficient academic preparation for graduate study.



Sample Minimum Criteria for Admission

When all else fails:

- Many universities also use a petition or special admission review process



Case Study: University of Southern California

- **17 Academic Units**
 - College of Letters, Arts and Sciences
 - Professional Schools
- **90 departments and 400 programs**
- **16,000 + students enrolled annually**
- **25,000 applications annually**
 - 9,000 applications from +100 countries
- **Application deadlines ranging from mid-November to mid-July**

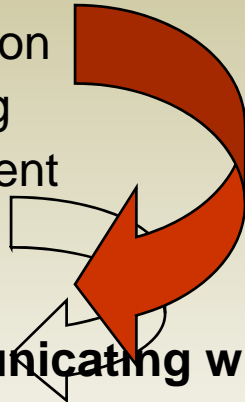


SEM as the Solution

- **Systems thinking for enrollment management**

- Recruitment
- Admission
- Advising
- Enrollment

- **Communicating with prospective students**
- **Setting service expectations**
- **Creating and implementing international recruitment initiatives**





Bologna Specific Issues

- **Recruiting the right student: what do we know about three year degree recipients? How successful have students been in the past from these institutions?**
- **Admission issues: Staff training and capabilities in reviewing academic credentials**
- **Advising: are these students ready for our classrooms?**
- **Enrollment: what is the persistence rate for these students?**



The Importance of Faculty Support

- **What has been the standard approach to admitting students with three year degrees?**
- **Where is the impetus for changing our current policies located? In Admissions? With the Faculty? In the Graduate School?**
- **What about external challenges, such as licensure, in changing our admission practices?**
- **How are we going to deal with institutional affiliation on the part of faculty in terms of recruiting students from their institutions?**



Recruitment

- **Utilizing data to determine success of matriculants from Bologna institutions, and to support outreach and travel**
- **Built strategic capabilities in partnership with other units on campus, external agencies**
- **Engaged key influencers in schools and College**
- **Establishing protocol for school and program based plans, using Viterbi School of Engineering as model**



Admission

- **Current Practice:**
 - **File Review Process**
 - **Departmental Petition**
 - **Graduate School Approval**
 - **Program-based Admission**
- **Desired Practice:**
 - **Establishment of Approved Institution Database**
 - **File Review Process**
 - **Program-based Admission**



Advising and Enrollment

- **Educating University faculty and staff:**
 - **Differences between US and non-US educational systems**
 - **How those differences might influence student success**
- **Understanding “Bologna” curricula:**
 - **What graduates should know**
 - **What they should understand**
 - **What they should have accomplished**



Measuring Success

- Identification of feeder schools
- Increase in desired enrollments
- Satisfaction with persistence and graduation
- Faculty satisfaction
- Successful WOM (word of mouth)



Contact Us

Mary Baxton, Director of Admissions &
International Recruitment Specialist
The Tseng College, CSU, Northridge
Northridge, CA 91330-8306
Ph 818-677-5948
Fx 818-677-2700 Email mary.baxton@csun.edu

Susan Grogan Ikerd
Associate Dean and Director, Graduate and International
Admission
University of Southern California
700 Childs Way JHH 209
Los Angeles, CA 90089
213-740-5686 (direct)
213-821-0282 (fax)
ikerd@usc.edu