

CALIFORNIA STATE POLYTECHNIC UNIVERSITY,
POMONA

EXTERNAL PROGRAM REVIEW RESPONSE

NON-RESIDENT ENROLLMENT PLAN

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INTRODUCTION

As a newly created initiative for California State Polytechnic University, Pomona, approved by the President's cabinet in March 2012, an initial external review of the Non-Resident Enrollment plan was conducted. While departments within the Division of Student Affairs conduct reviews on a seven-year rotation cycle, this external review was required at the early stages of the plan's implementation. This initial review will be followed up in 2 years' time with a comprehensive review. On August 5, 2013 Dr. David Schmidt, Vice Provost for International Affairs at Middle Tennessee State University, conducted an initial program review by interviewing campus leaders, partners and stakeholders and reviewed documents, material and data.

The reviewer was to assess the following:

- Relevancy and feasibility of plan goals as it relates to funding, pipeline development, enrollment planning, timeline and budget;
- National and institutional trends;
- Development of global brand;
- Human resources and organizational structure.

OVERALL IMPRESSIONS

Dr. Schmidt's overall impression of the International and Out-of-State enrollment plan was favorable, citing that the plan is "one of the finest strategic proposals" seen, with the University's senior management "genuinely committed to a comprehensive strategic plan" (p. 2). The reviewer noted Cal Poly Pomona's uniqueness (i.e. educational philosophy, location, etc.) as assets to achieving the plans' goal to increase international enrollment, but believed the goal was "too ambitious" given the readiness of the campus to serve these students. It is for this reason the reviewer chose to focus on just international student recruitment and enrollment, as cultural and developmental differences exist between international and domestic non-resident (Out-of-State) students.

Through his assessment and review, Dr. Schmidt highlighted 3 areas of focus. His recommendations will be considered as the plan moves forward in its implementation and will be re-evaluated at the 2-year comprehensive review.

1. Organizational Structure & Staffing
2. International Recruitment and Admission
 - a. Pipeline
 - b. Cross-campus collaboration
 - c. Admission requirements
 - d. Assessment
3. Campus Readiness for Internationalization
 - a. Transition
 - b. Infrastructure of support

RECOMMENDATIONS

Organizational Structure & Staffing

Under the area of Organizational Structure and Staffing, the reviewer focuses on the separation of International and Domestic Non-Resident (Out-of-State) by challenging CPP to look at each population from a cultural perspective and not financial. Additionally, the existing plan for staff growth should not be looked at as a reaction or reward to increases in applications, but should be viewed conversely whereby added staff were needed up front to contribute to meeting plan goals. According to the reviewer, current staffing levels are well below the national standards or best practices for similar sized institutions.

The reviewer recommends that:

- The responsibility for international and domestic non-resident recruitment and enrollment be divided between international admission staff and domestic admission staff based on cultural difference, global skills and sensitivities.
- An international admissions enrollment team be established to recruit, admit and retain only international students, from both outside and within the US.
- Increase recruitment/admissions staff one every year for the next four years based on stated plan goals.

The University agrees and will implement:

- Separation of international and domestic non-resident recruitment, admission and enrollment is feasible once an appropriate staffing plan is in place. Existing staff could be reorganized to create distinction between the functions of both populations.

The University will not implement:

- Growth of international recruitment/admission staff as recommended will be deferred until budget and revenue are determined in the Non-Resident Enrollment Plan in late December.

International Recruitment and Admissions

Pipeline & Recruitment

The reviewer recommends that:

- An ESL-Bridge program be established to allow students falling just under the admissible English proficiency level to enroll in intensive English instruction alongside academic courses with a pending conditional university admission.
- The university to consider piloting conditional acceptance and bridge programs with Chinese applicants.
- Non-contractual relationships with agents or agencies be considered in targeted regions in which CPP is not currently recruiting/visiting.
- Strong connections are established with target regions where the “learn by doing” model will resonate (i.e. Kuwait and Vietnam).
- Strong connections are established with consulates and embassies that provide government sponsored students (i.e. Kuwait, Vietnam, Saudi Arabia and Oman).

- Focus continues on key areas where CPP already receives applications (Hong Kong, India, Indonesia, Japan, S. Korea, Malaysia, China, Taiwan, Vietnam, and Saudi Arabia) for both recruitment and yield.

The University agrees and has implemented:

- An ESL-Bridge program for CPELI students who have met the language proficiency for admission and are ready for college level work, but fall outside of the traditional CPP admission cycle. Students will take academic coursework via CEU while awaiting the start of the degree.
- An exploratory working group to explore a CPP pathway program for students in targeted disciplines that will simultaneously provide intensive English language instruction and academic coursework, with conditional lower-division transfer to a CPP degree program. This program would be open to all students, regardless of country of origin.
- Print marketing in both the Middle East (specifically Kuwait) and Southeast Asia (specifically Vietnam) where hands-on learning is popular. Recruitment trips to Vietnam have also been conducted.

The University agrees and will implement:

- Conditional acceptance program with language institutes outside of Cal Poly Pomona.
- A travel request to the Education USA forum in Washington DC where universities have the opportunity to meet with embassy officials to be put on “sponsorship lists.”
- A travel request to the South East Asia Education USA tour in February 2014 to serve both recruitment and yield functions.

The University defers and will await implementation on:

- The use of agents until the campus’ better understands applicant trends and identifies a firm travel/visit plan which agents could complement.

Cross-Campus Collaboration

Data reflects that international applications (both at the freshmen and transfer level) have increased in almost all CPP colleges. Admission has also increased in almost all programs with the exception of some impacted majors. In spite of growth in both areas, yield has grown only at the freshmen level. Focus will be expanded on implementing reviewer recommendations for CPP yield strategies.

The reviewer recommends that:

- The campus create a more collaborative recruitment strategy and approach that includes international students, alumni and faculty.

The University agrees and will implement:

- The use of international students for yield strategies including call campaigns, social media and email correspondence.
- The use of faculty during the yield period, connecting students to international faculty within their respective disciplines.

Admission Requirements

The review recommends that:

- The university consider accepting iBET language proficiency exams or other equivalent options
- The use of SAT/ACT exams for international freshmen (applying directly from abroad) be eliminated.

The University agrees and will implement:

- Consistent with the international admissions with the majority of the other CSU campuses, development and implementation of academic profile criteria to replace the ACT/SAT requirement for students who are enrolled out-of-country. (The ACT/SAT requirement will continue for international students currently or previously enrolled in the United States. Special consideration should be taken with impacted majors, specifically those with minimum SAT Math requirements (i.e. Engineering).

The University will not implement:

- The use of iBET exams for language proficiency. Instead, the university will explore electronic receipt of language exams already accepted by CPP (TOEFL & IELTS), thus facilitating more timely and efficient test score receipt.

Assessment

The reviewer recommends that:

The institution creates data reporting for admissions, recruitment and student success as it relates to international students.

The University agrees and has implemented:

- Data reporting that includes application, admission and enrollment data based on citizenship, status, source institution and academic profile.

The University agrees and will implement:

- Student success reporting to include enrollment, persistence and graduation trends.

Campus Readiness Internationalization

The reviewer pays special attention to internationalization as a whole. Recommendations are made for the campus to develop strategies for the anticipated growth of the population in an effort to stay ahead of the plan's goals.

The reviewer recommends that:

- The University establishes an institution-wide taskforce to examine the campus' readiness for increases of international students (at both the undergraduate and graduate levels). The group should pay close attention to organizational, staffing and service needs of the students.
- A better and more comprehensive approach to managing the "transition" of international students. Transition is defined as more than just first year needs, but rather includes issues such as retention and graduation.
- The campus' international vision should include a more pro-active approach to promoting and supporting international dimensions of a CPP education (for example globalized programming in the residence halls).
- Study abroad, international internships, international service learning and international volunteer programs be included as the campus' international education strategic plans.

The University agrees and has implemented:

- A university-wide taskforce comprised of faculty, staff and administrators that will review data, conduct assessment and make recommendations to service, organizational and staffing enhancements with a particular focus on student success and graduation.
- Study abroad initiatives and programs be expanded in support of the campus' internationalization and strategic plan. Plans to include international internships, service learning and volunteer programs will be explored by the international taskforce.

CONCLUSION

With “pockets of excellence” that exist at CPP, the reviewer feels that the university is poised for long-term success. The recruitment and admission of increasing numbers of international students will lead the campus to overall internationalization if an infrastructure is created that allows CPP to stay ahead of its enrollment goals. The overall enrollment projections are seen as “too ambitious” as some elements of the infrastructure need improvement or to be strengthened, including:

International recruitment/staffing
Pipeline program development
Broadening the campus vision for globalization
Enhancement of student and scholar services

Although a recommendation for addressing impaction was not formally made, the reviewer recognizes that “this will perhaps be the most important factor” for international students applying to CPP as this may slow down the achievement of the university’s international enrollment goals.

During the reviewer’s visit to campus, the admission’s filing period was not discussed. However, upon review of the admissions practices at other CSU campuses, CPP’s existing November 30 admission deadline is not as competitive. It is the recommendation of Admissions and Outreach to implement a deadline extension to May 1 for undergraduate international students applying from outside of the United States.