

Project Plan

International Recruiting for 2013

Revision 9, March 4 2013

Executive summary:

Start experimenting with international recruiting, giving first preference to China and Taiwan, with the goal of developing long-term strategies for success. Explore any topics or opportunities that come to light in these or other countries. Along the way, opportunistically recruit students who are a good fit. This strategy is a result of a 2-part, 31-page research project conducted in 2012 and significant discussions that followed it.

Rationale

Recruiting students from other countries will support the College vision of “a diverse student population” and will help fill vacant residences and seats in classes at Summerdale. Since foreign students are not eligible for federal financial aid, it will also help Central Penn comply with the regulation that limits to 90% the amount of revenue we derive from federal aid. The Interim President would like to see 15 or more international students on campus by Fall 2013.

Outcomes

We will learn enough about international recruiting to develop strong strategies for 2014 and beyond. As we explore, we will opportunistically enroll students who are a good fit. Any students we admit will be successful academically and socially. The financial, academic, and social benefits to Central Penn will outweigh the costs in time and resources to recruit these students.

Scope

Start experimenting with international recruiting, giving first preference to China (PRC) and Taiwan (ROC), with the goal of developing long-term strategies for success. Explore any topics or opportunities that come to light in these or other countries. Along the way, opportunistically recruit any students who are a good fit.

We will make reasonable and prudent changes to policies, procedures, and personnel in 2013 with a view to continuing to recruit international students in future years if 2013 is a success. To avoid the need for drastic changes, we will be careful about the type and quantity of students we recruit.

In Scope <i>May be done as part of this project</i>	Out of Scope <i>Won't be done as part of this particular project, but could be considered in the future</i>
Make minor changes in 2013 to Central Penn's policies, procedures, personnel, academic programs, support services, and marketing as needed to support the project. Consider student services that are necessary for recruitment and retention purposes.	Make major changes in 2013 to Central Penn's policies, procedures, personnel, academic programs, support services, or marketing.
Give preference to China and Taiwan as test countries for international recruiting. Use other countries as appropriate.	Focus significant efforts on countries other than China and Taiwan
Consider adjusting minimum TOEFL score required for admission (test of English as a foreign language)	Establish an English as a second language (ESL) program. Instead, we'll recruit only students who do not require ESL training.
Ensure academics and support services have the knowledge to serve international students who are conversational in English	Require multiple languages be supported in academics or support services
Develop alternate language publications and web pages only when necessary for recruiting	Develop alternate language versions of existing publications and web pages that are not necessary for recruiting

Resources

- Inter-departmental project team
- Funding
- Background information on China, international recruiting, relevant laws and regulations, risks, etc.

Project Team

Steven Birmingham, Chief Project Officer (project manager)

Jen Correll, Registrar

Rebecca Cummins, Traditional Admissions Director

Howard Davison, Professor

Kristen Horn, Enrollment Director

Megan Peterson, Residence Life Director (invited 3/4)

Beth Romanski, Outreach Coordinator

Kim Salgado, Dean

Megan Smith, Senior Online Enrollment Counselor

Mary Wetzel, Marketing Services Director

Other Project Stakeholders

Kathy Andersen, Dean of Students

Sarah Davidson, Enrollment Services Coordinator

Shaashawn Dial, Lead Advisor

Sarah Douglass, PR Director

Steve Hassinger, Career Services Director

Ning Lu, Friend of Central Penn

Diane Porterfield, Library Director

Kathy Shepard, Financial Aid Director

Kevin Smith, Involvement Coordinator

Richard Varnecky, Chief Financial Officer

Melissa Vayda, Interim President

Execution timeline

Note: this is a simplified style task list. Tasks are in loose chronological order, but dependencies and concurrencies are not shown.

Task #	Task	Person responsible	Due date	Date completed	Status/notes
10	Determine whether paying agents is legal	Mary	2/28		
15	Learn about Chinese high school and college	All	3/31		

Task #	Task	Person responsible	Due date	Date completed	Status/notes
20	Determine what healthcare Chinese students have/would need	TBD	4/1		
30	Staff training on China (history, language, culture, visas, etc.)	Steven	4/1		
35	Attend a college fair in China or Taiwan to learn	Howard	3/31		
40	Determine how international students can submit payment	Kim	6/1		
50	Gather information and ideas from recent international students	Beth	3/31		
55	Gather info and ideas from other schools	Kim and Beth	3/31		
57	Determine if we're recruiting for undergrad or grad	Steven	3/15		
58	Determine what type of international students to target	Steven and Mary	3/15		
59	Determine if we should market certain majors (ex: is US accounting applicable in China?)	Mary	4/15		
60	Choose 2013 recruiting strategies: partnerships, agents, college fairs, transfers from other schools	Kristen, Rebecca, Beth, Megan, and Mary	4/15		
70	If agents, determine agent compensation	Mary	4/30		
90	Decide what, if any, financial aid will apply	Steven	4/30		
100	Determine admissions criteria for international students	Kristen, Rebecca, Megan	4/30		
105	Create admissions procedure for int'l students inc. xfer eval	Beth and Jen	5/15		
115	Decide if students should come in Summer for a pre-orientation course.	Steven	6/1		

Task #	Task	Person responsible	Due date	Date completed	Status/notes
120	Determine how transcripts will be evaluated (English translations?)	Jen	5/15		
130	Determine how transcripts will be authenticated (fraud happens)	Jen	5/15		
140	Make available whatever healthcare is needed		9/30		
150	Develop international marketing program	Mary	4/15		
160	Forge partnerships with various organizations	Beth	6/30		
170	Adjust our minimum TOEFL score for admission, if necessary	Steven	6/30		
180	Modify Admissions Department procedures, if necessary	Kristen	6/30		
185	Determine if international students will have specific advisors	Kim	9/30		
190	Modify www.centralpenn.edu as needed	Mary	4/1		
195	Create pre-orientation course, if decided to do so	Kim	8/15		
200	Modify online application (Hobsons) as needed	Mary	7/15		
210	Ensure we can easily mail and phone international	Beth	4/1		
220	Update admissions welcome packet	Rebecca	7/15		
230	Implement international marketing program	Mary	5/1		
240	Implement recruiting strategy	All	5/1		
250	Hire foreign speakers or partner with org that provides translator	TBD	5/1		
260	Determine how to gather employment info for international grads	Beth	10/1		
270	Ensure we have the right support services in place	TBD	10/1		
280	Enroll students for Fall term 2013	Rebecca and Megan	7/31		
290	Assign advisors as determined in previous step	TBD	8/15		

Task #	Task	Person responsible	Due date	Date completed	Status/notes
300	Ensure these students' persistence can be tracked easily	Steven	8/15		
310	Ensure int'l students will be happy during breaks	TBD	9/15		
320	Explore issues of transportation and make changes as needed	TBD	9/15		
330	Determine if someone is assigned to help these students once enrolled	TBD	9/15		
340	Address any religious needs students have	TBD	9/15		
350	Address any insurance needs students have	TBS	7/1		
400	Write a long-term international recruiting plan based on what we've learned	Kristen, Rebecca, Beth, Megan, and Mary	12/31		

Budget

Ref #	Item	Year 1	Year 2	Year 3
1a	Fee for AIEF fair, Taiwan	500	0	0
1b	Airfare to AIEF	1,300	0	0
1c	Transfers for AIEF	400	0	0
1d	Hotel for AIEF	1,000	0	0
1e	Meals for AIEF	250	0	0
1f	Compensation for AIEF	2,100	0	0
1g	Other AIEF expenses	500	0	0
2	Other travel, fairs, postage, printing, website changes, advertising, etc.	18,950	0	0
Total		25,000	0	0

Risk analysis

Risk #	Risk	Chance it will happen	What we'll do
1	Too many qualified students will apply	Low	Accept them
2	Applicants will supply fraudulent transcripts as they have at other colleges	Medium	We'll rely on the company that processes our international transcripts to combat fraud
3	US Dept. of Ed changes regulation to prohibit paying agents to recruit students overseas	Low	If we're using agents, stop using them and switch to partnerships.
4	We pay agents to recruit, then our students "bounce" to another more well-known institution	Moderate	Learn from this experience to make our 2014 and beyond plans more effective
5	Our recruiting efforts fall short due to one or more of the following factors <ul style="list-style-type: none"> • Unable to compete against tuition rates/scholarship packages available at other institutions • Students are unable to get documentation in time for FL13 start • Students are not interested in undergraduate coursework at a smaller institution like Central Penn • Students looking to pursue undergraduate coursework internationally have already completed the college search process for FL13 	High	Learn from this experience to make our 2014 and beyond plans more effective

Links to other processes

2012 action step III.C.3.g is to "develop a plan to recruit international students." Bill Gray is the responsible party.

2013 action step I.B.3.d is to "develop a plan to recruit international students." Steven Birmingham is the responsible party. Melissa Vayda budgeted \$25,000 in expenses in account 5035-5069 for 2013 to support this action step. Those funds can be used for this project.

Communications

Info needed	Who needs it	When	How	Person Responsible
General awareness that Central Penn will be bringing more international students to Summerdale	Students, faculty, staff, alumni, Central PA community	4Q 2012	Articles in Central Station, Student Central, other publications	Steven

Other communication elements will be created as needed.

Approvals

I approve the timeline, scope, and budget contained in this project plan.

Kristen Horn, Enrollment Director

Date

Janice Moore, Provost

Date

Richard Varmecky, Chief Financial Officer

Date

Melissa Vayda, Interim President

Date

Mary Wetzel, Marketing Services Director

Date

Appendix A: Relevant Organizations

[Albert Career School](#) (Mike discussing with them)
[Association of Independent Colleges and Universities of Pennsylvania](#) contact: [Mary Young](#)
[Carson Long Military Academy](#) contact: [Craig Martel](#) (recruits in China and Korea)
[China Education Expo](#)
[Chinese consulate general \(New York\)](#)
[Chinese Cultural and Art Institute of Harrisburg](#)
[Chinese embassy \(Washington, DC\)](#)
[Council on International Educational Exchange](#)
[E-town College Office of International Student Services](#) contact: [Kristi Syrdahl](#) (friend of Kim)
[Fulbright scholarship program \(State Department\)](#)
[Institute of International Education](#)
[International House \(Harrisburg\)](#) contact: [Bradley Jones](#)
[Joshua Rand-Castillo](#), friend of Megan Smith and Eric Kann (fluent in Mandarin)
[National Association for College Admissions Counseling](#)
[NAFSA](#) (Beth's cousin is Director of Immigration Practice Resources)
[Office of International Business Development \(PA DCED\)](#) contact: [Amy Zecha](#)
[PA Office of Trade & Investment](#) (in Taiwan), contact: [Irene Tsai](#) 886-2-8789-8855
[QS World University Tour](#)
[Raymond Ka Ng](#), Central Penn Alum from China
[The Jenzabar Foundation](#)
[The Lohos Group](#) (Sri Lanka) contact: [Mr. Loho Gunasekera](#) (friend of Dilip)
[United States Bureau of Educational and Cultural Affairs](#)
[United States consulate general \(Shanghai\)](#)
[United States EducationUSA \(State Department\)](#)
[United States embassy \(Beijing\)](#)
[World Affairs Council of Harrisburg](#) contact: [Joyce Davis](#)
[World Educate Business Association](#)
[World Trade Center of Central PA](#) contact: [Tina Weyant](#) (replaced Melissa Stiles 1/31/13)

A 1980s Central Penn graduate from China known to Alvin Bock and Todd Milano. Yung Hu or Yung Chang.

Need to add some Chinese churches and social organizations in Central PA to this list if they exist.

Cheryl Bradford's daughter is from China and recently visited there.

Appendix B: The Chinese language

There are many varieties of the Chinese language spoken throughout China and Taiwan, as shown on the following map.



Mandarin Chinese is used by governments, business, and schools. It goes by many names:

- Standard Chinese
- Modern Standard Chinese
- Putonghua (in the People's Republic of China, Hong Kong, and Macau)
- Guoyu (in Taiwan)
- Huayu (in Malaysia, Philippines and Singapore)

Appendix C:

Overview of China and Taiwan

excerpted from the [CIA World Factbook](#), 2012

People's Republic of China (PRC, a.k.a. "Mainland China")

For centuries China stood as a leading civilization, outpacing the rest of the world in the arts and sciences, but in the 19th and early 20th centuries, the country was beset by civil unrest, major famines, military defeats, and foreign occupation. After World War II, the Communists under MAO Zedong established an autocratic socialist system that, while ensuring China's sovereignty, imposed strict controls over everyday life and cost the lives of tens of millions of people. After 1978, MAO's successor DENG Xiaoping and other leaders focused on market-oriented economic development and by 2000 output had quadrupled. For much of the population, living standards have improved dramatically and the room for personal choice has expanded, yet political controls remain tight. China since the early 1990s has increased its global outreach and participation in international organizations.

Area: 9,596,961 sq km, slightly smaller than the United States

Climate: extremely diverse; tropical in south to subarctic in north

Terrain: mostly mountains, high plateaus, deserts in west; plains, deltas, and hills in east

Natural resources: coal, iron ore, petroleum, natural gas, mercury, tin, tungsten, antimony, manganese, molybdenum, vanadium, magnetite, aluminum, lead, zinc, rare earth elements, uranium, hydropower potential

Ethnic groups: Han Chinese 91.5%, Zhuang, Manchu, Hui, Miao, Uighur, Tujia, Yi, Mongol, Tibetan, Buyi, Dong, Yao, Korean, and other nationalities 8.5% (2000 census)

Religions: Daoist (Taoist), Buddhist, Christian 3%-4%, Muslim 1%-2%

Population: 1,343,239,923 (first in the world, four times as populous as the United States)

Major cities: Chongqing 28 million, Shanghai 23 million, Beijing (capital) 20 million, Chengdu 14 million, and 50 other cities over 1 million population.

Literacy of population over 15: 92%

Time zone: UTC+8 (13 hours ahead of Pennsylvania)

Government: Communist. Civil law influenced by Soviet and continental Europe. Legislature retains power to interpret statutes.

Chief of state: President HU Jintao (since 2003)

Republic of China (ROC, a.k.a. "Taiwan")

In 1895, military defeat forced China's Qing Dynasty to cede the island of Taiwan to Japan. Taiwan came under Chinese Nationalist control after World War II. Following the Communist victory on the mainland in 1949, 2 million Nationalists fled to Taiwan and established a government using the 1947 constitution drawn up for all of China. Beginning in the 1950s, the ruling authorities gradually democratized and incorporated the local population within the governing structure. This process expanded rapidly in the 1980s. In 2000, Taiwan underwent its first peaceful transfer of power from the Nationalist to the Democratic Progressive Party. Throughout this period, the island prospered and became one of East Asia's economic "Tigers." The dominant political issues continue to be the relationship between Taiwan and China - specifically the question of Taiwan's eventual status - as well as domestic political and economic reform.

Area: 35,980 sq km, about the size of Maryland

Climate: tropical; marine; rainy season during southwest monsoon (June to August); cloudiness is persistent and extensive all year

Terrain: eastern two-thirds mostly rugged mountains; flat to gently rolling plains in west

Natural resources: small deposits of coal, natural gas, limestone, marble, and asbestos

Ethnic groups: Taiwanese (including Hakka) 84%, mainland Chinese 14%, indigenous 2%

Religions: mixture of Buddhist and Taoist 93%, Christian 4.5%, other 2.5%

Population: 23,234,936 (about twice as populous as Pennsylvania)

Major cities: New Taipei 4 million, Kaohsiung 3 million, Taichung 3 million, Taipei (capital) 3 million, Tainan 2 million

Literacy of population over 15: 96%

Time zone: UTC+8 (13 hours ahead of Pennsylvania)

Government: multiparty democracy, civil law system

Chief of state: President MA Ying-jeou (since 2008)

