

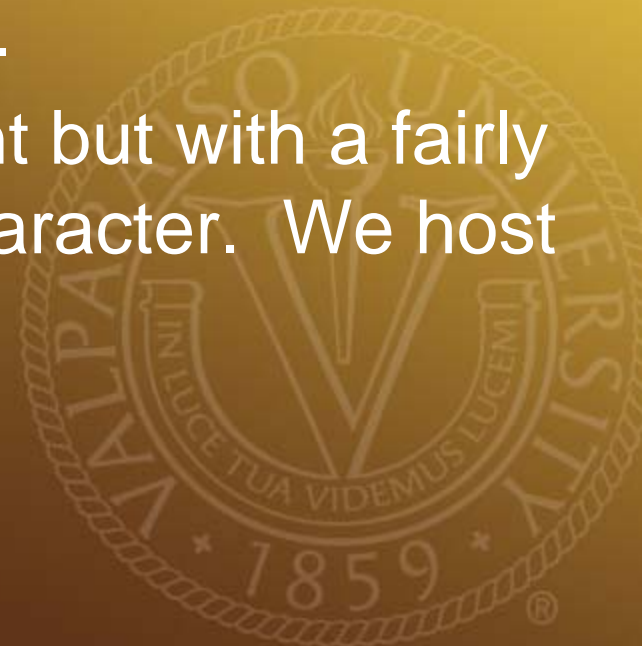
Valpo's Path to Successful Internationalization

Recruiting International Students



Valpo's Profile

- Comprehensive, private, Midwestern University 50 miles east of Chicago in Northwest Indiana.
- Strong emphasis on liberal education but also four strong professional colleges: Business, Engineering, Nursing and Law.
- Lutheran heritage, independent but with a fairly well-defined church-related character. We host the Lilly Fellows Program.



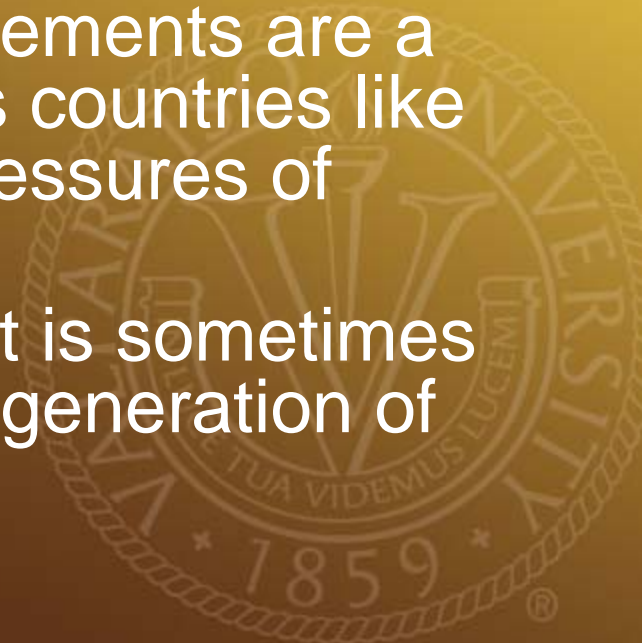
Valpo's Profile

- 4,000 students: Approximately 3,000 undergraduate and 1,000 graduate students spread out among law, nursing (which has now started a DNP program), MBA, and about 6-7 master's programs, some fairly new.
- Emphasis on traditional residential, undergraduate education.
- National in aspiration but primarily regional in its student body. Consistently ranked among the top three by *US News and World Report* in the region.



Challenges

- A very competitive global market. Whole countries put their resources behind this, as with Australia and Canada.
- Because of fears of terrorism, it is very difficult for students from some areas to get visas.
- In general, the U.S. visa requirements are a hurdle from the more populous countries like China and India because of pressures of immigration.
- As the global economy shifts, it is sometimes hard to predict where the next generation of students will come from.



Challenges

Internal to Valpo

- Very little name recognition overseas.
- Location.
- High tuition.
- Competition from the Publics that are offering in-state tuition to international students.
- Limited graduate offerings.
- Limited resources.



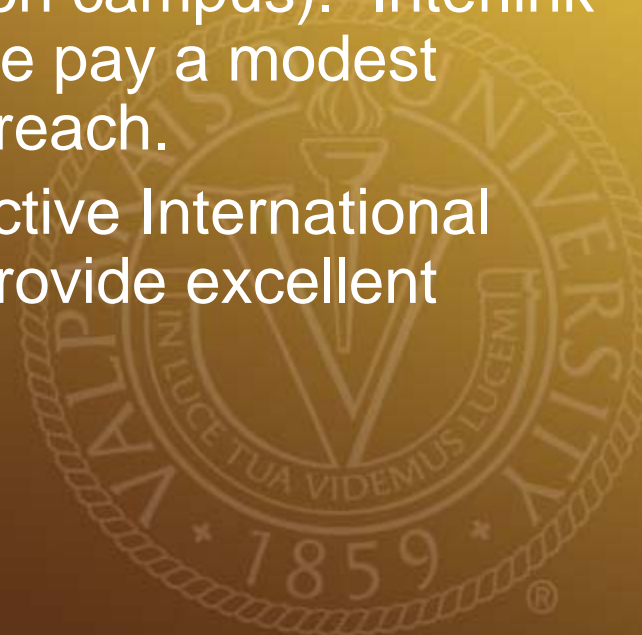
Measures of Success

- Won the Senator Paul Simon Award for 2008 awarded by International Educators Association (NAFSA).
- Doubled the international student population.
- Beginning to diversify international student populations.
- Created numerous international partnerships that are beginning to yield results.



What Was in Place Before the New Strategies?

- A steady population of international students from Middle East that continues to come to us word-of-mouth, a legacy of the UAE Aramco program and Saudi funded scholarships.
- An existing partnership with Interlink (an English as a Second Language Program based on campus). Interlink recruits for its four campuses and we pay a modest consortium fee to be part of this outreach.
- A small but very dedicated and effective International Programs Office that continues to provide excellent support for international students.



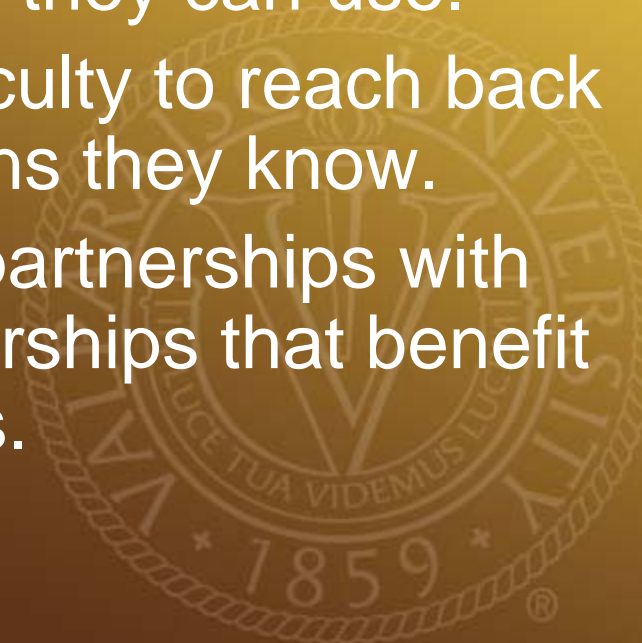
Strategies that Have Not Worked for Valpo

- International Recruitment Fairs
- Use of agents



New Successful Strategies

- Focused approach on a few geographical areas.
- Getting together of a core group outside of the traditional admissions area who are passionate about internationalization and giving them a small entrepreneurial fund that they can use.
- Using our own international faculty to reach back through contacts and institutions they know.
- Using these contacts to build partnerships with educational institutions, partnerships that benefit both partners in concrete ways.



What is Still Needed if We are to Move to the Next Level

- A centralized, coherent more powerful structure.
- More investment of people and resources.



Networking as Building Blocks

In Advancing Valpo's
International Partnership



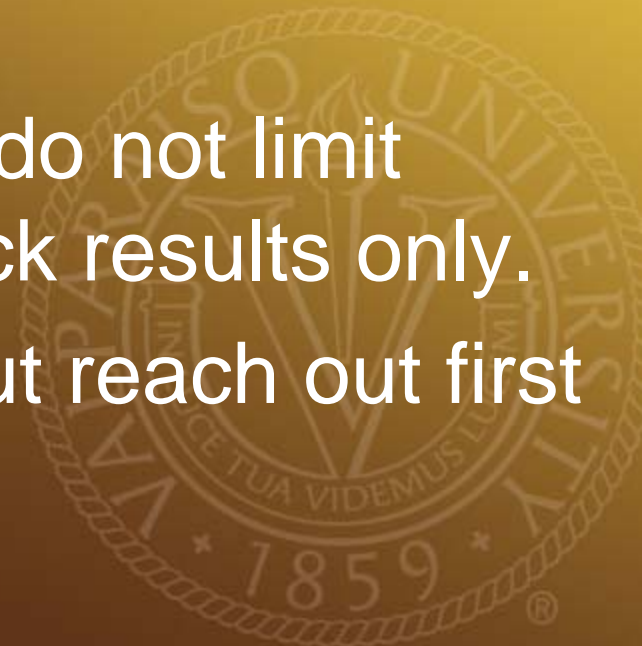
Turn Weakness into Strength

- Small colleges tend to have few resources to engage in large-scale international projects and lower level of name recognition as a powerful tool.
- On the other hand, small colleges are good at in-depth contact and providing personal care that can be highly valuable in building international partnership or programs.



Get Started

- All 9 of Valpo's partnerships in China started with person-to-person contact. Example: Nanjing Normal University
- Pursue in-depth contact and put emphasis on follow-ups.
- Look for opportunities but do not limit efforts to projects with quick results only.
- Go to the top if possible but reach out first and foremost.

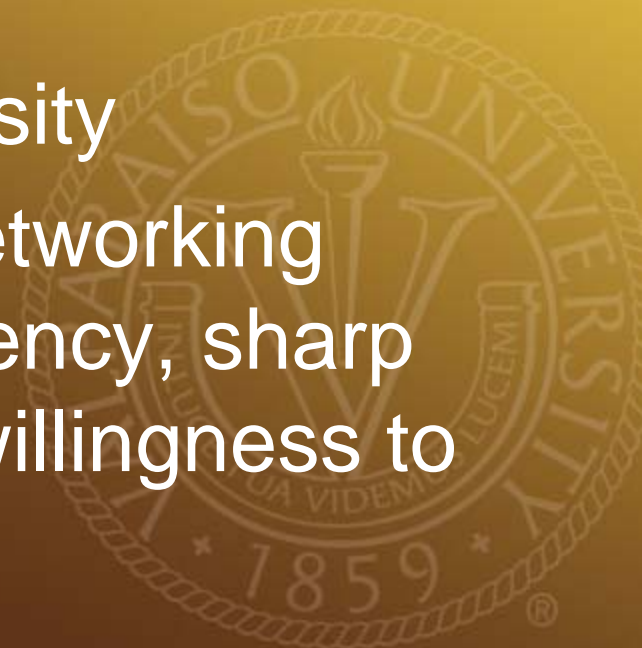


Multiply

- Key to networking is multiplication. Direct contact, however important, is limited in scale and frequency. How to use existing contact to reach broader goals or audience is paramount.

Example: Zhejiang University

- Multiply contact through networking depends on vision, persistency, sharp eyes for opportunity, and willingness to invest.

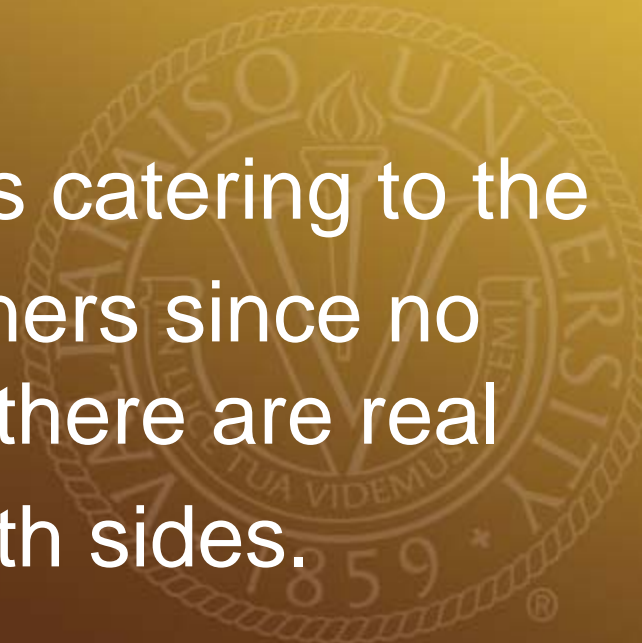


Everyone Counts

- In building a network, everyone counts whether they are principal or peripheral participants. Example: Valpo's Summer Chinese Teacher Training Program.
- Three keys: 1) motivation – to get as many people involved as possible; 2) coordination – the need to guide the seemingly diverse efforts into a well-coordinated effort to build a network with clear goals; and 3) feedback and follow-up are as important as initial contacts.

Two-way Street

- Networking is more than taking care of international visitors. It also means using every visit to China to build relationships. Example: Valpo's annual Summer Course in China Program.
- Two-way street also means catering to the needs of international partners since no networking will last unless there are real or perceived benefits to both sides.



Relationship vs. Results

- International partnership is judged by results, but long-term results cannot be achieved with lasting relationship.
Example: Zhejiang University
- What is crucial is to 1) keep a balanced view of the two; 2) invest in relationship but prioritize resources; 3) show the value of relationship deliberately and frequently; and, 4) look for points of breakthrough.

Innovative but Patient

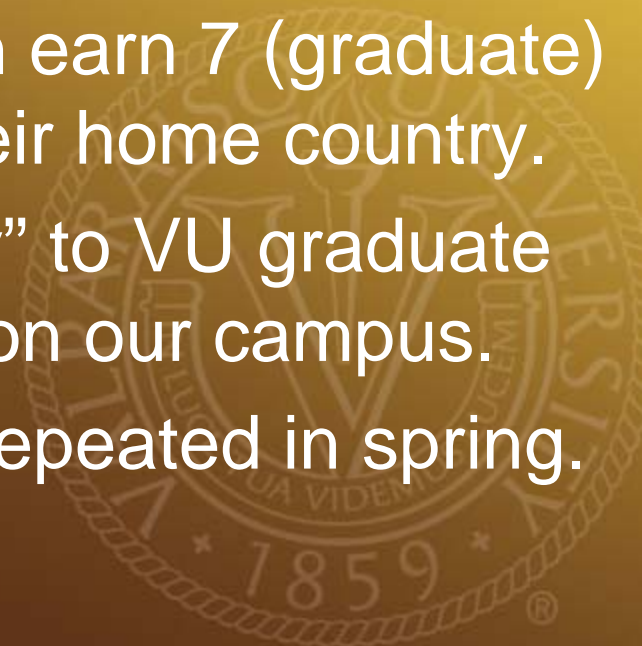
- Networking and building international partnerships seldom go according to plans.
- Innovation and willingness to take on bold initiatives are keys to expand partnership.
Example: Valpo's Gateway Program
- On the other hand, patience is virtue #1 in international cooperation and networking.
- To do both, the key is to locate and fully use qualified personnel.

Valpo's Gateway Programs

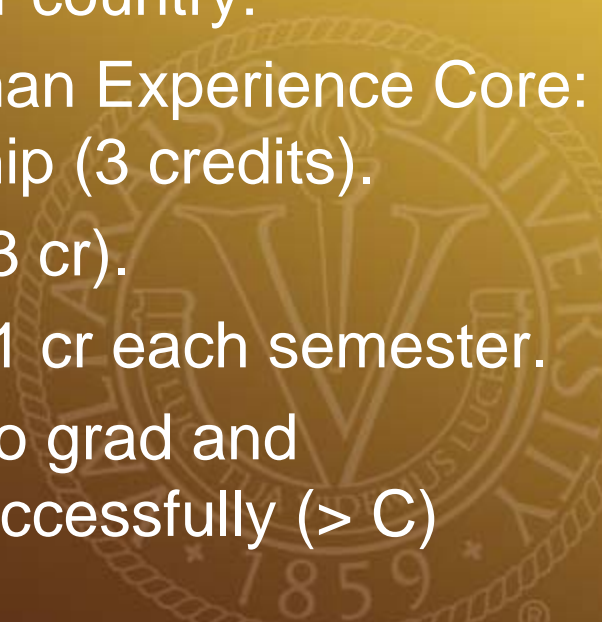


What is Valpo's Gateway Program?

- Program developed in partnership with an international partner (university/organization).
- Offering of Valpo courses in the international partner's host country.
- Students from that country can earn 7 (graduate) to 11 (undergrad) credits in their home country.
- Program serves as a “gateway” to VU graduate and undergraduate programs on our campus.
- Program is offered in fall and repeated in spring.



How does it work?

- Valpo trains faculty from the partner institution to teach English language course (3-4 credits).
 - Faculty spends 6 weeks mentored training at Valpo in the Teaching of English by our TESOL instructor.
 - Valpo sends instructor to the partner country:
 - General education courses (Human Experience Core: 5 cr) and Philosophy of Leadership (3 credits).
 - Graduate course in Leadership (3 cr).
 - Teaching load for VU faculty is 11 cr each semester.
 - Program serves as gateway to Valpo grad and undergrad programs for students successfully (> C) completing the coursework.
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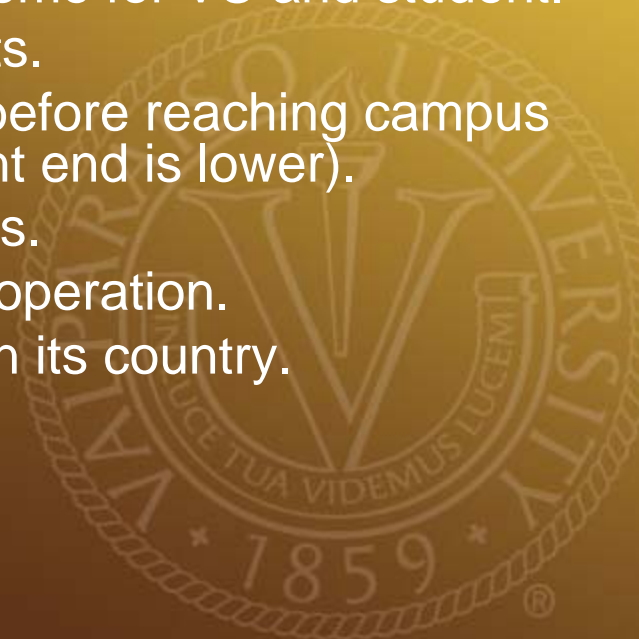
How does it work?

- Some details:
 - Recruiting and admission process
 - Matriculation process
 - English language competency
 - Cost
 - Incentives
 - Revenue sharing
 - Need for 3-way incentive: VU, partner, prospective student



What are the benefits? To Valparaiso University

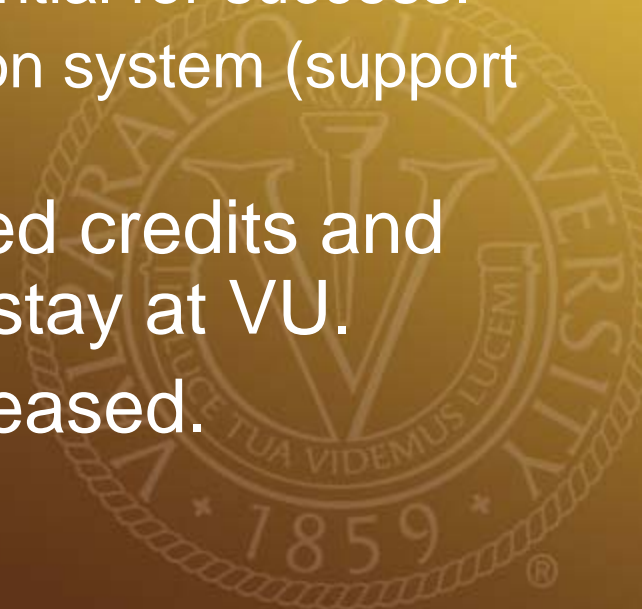
- Year round presence in host country.
- Valpo controls courses and instruction.
- Faculty visit from partner increases their investment in the program and understanding of VU.
- Partner initially recruits students **WE** want.
- Long screening process ensures best outcome for VU and student.
- Provides fairly consistent stream of students.
- Students are acclimated to US classroom before reaching campus (need for academic support systems at front end is lower).
- Fairly low risk with little initial outlay of funds.
- Net revenue supports re-investment in the operation.
- Partner can help solve red-tape problems in its country.



What are the benefits?

To the prospective student

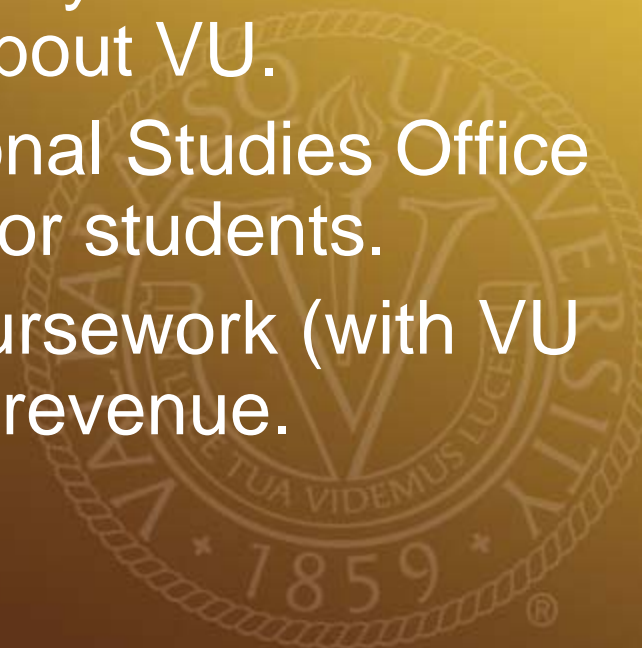
- Upfront expense to students in China is modest
- Students:
 - parents have opportunity to interact with VU staff.
 - can better assess their own potential for success.
 - Ease into the US higher education system (support needs tend to be lower).
- Student can complete advanced credits and significantly reduce costs and stay at VU.
- Probability of visa may be increased.



What are the benefits?

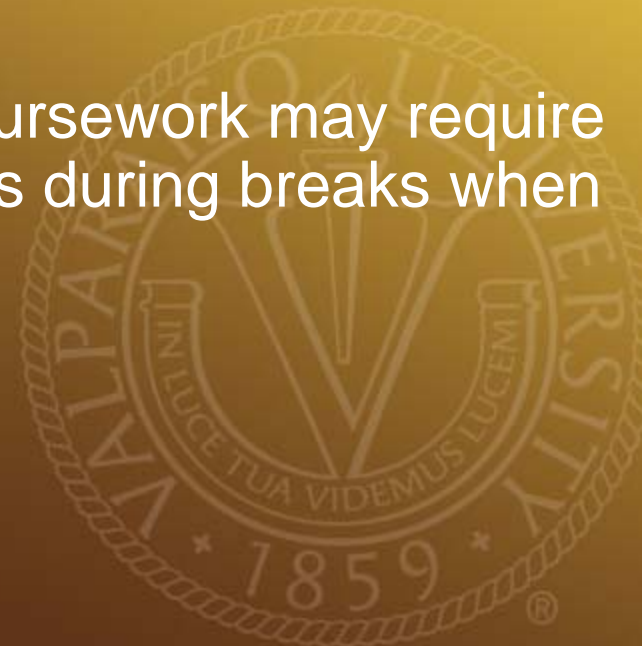
To the partner

- Partner
 - Can bill itself as an representative/ partner.
 - Has opportunity to send faculty to VU/USA for training and to learn more about VU.
 - Can work with our International Studies Office to increase visa probability for students.
 - Can set fee structure for coursework (with VU approval) and shares in the revenue.



What are the issues and cautions?

- Partner must be highly communicative—we work through our international recruiter who is fluent in Chinese—with hands-on and problem solving approach.
- Partner must know our university and programs well.
- Some students do not get visas.
- Temporal aspect of transcribing coursework may require early arrival of students—sometimes during breaks when staffing is minimal or absent.



Summary

- Gateway program model has worked reasonably well and seems to yield more, with less expense, than some of our other initiatives.
- The model must be tailored to each particular country due to regulatory agencies over higher education.
- The program might represent one of several strategies to succeed in the international student market.
- The program pays for itself, but does create work and requires a supportive infrastructure at your institution.

