

Metrics of International Student Success

Wednesday, February 24, 2015 | 9:15am-10:30am | Montreal, Canada

Association of International Education Administrators (AIEA) Annual Conference

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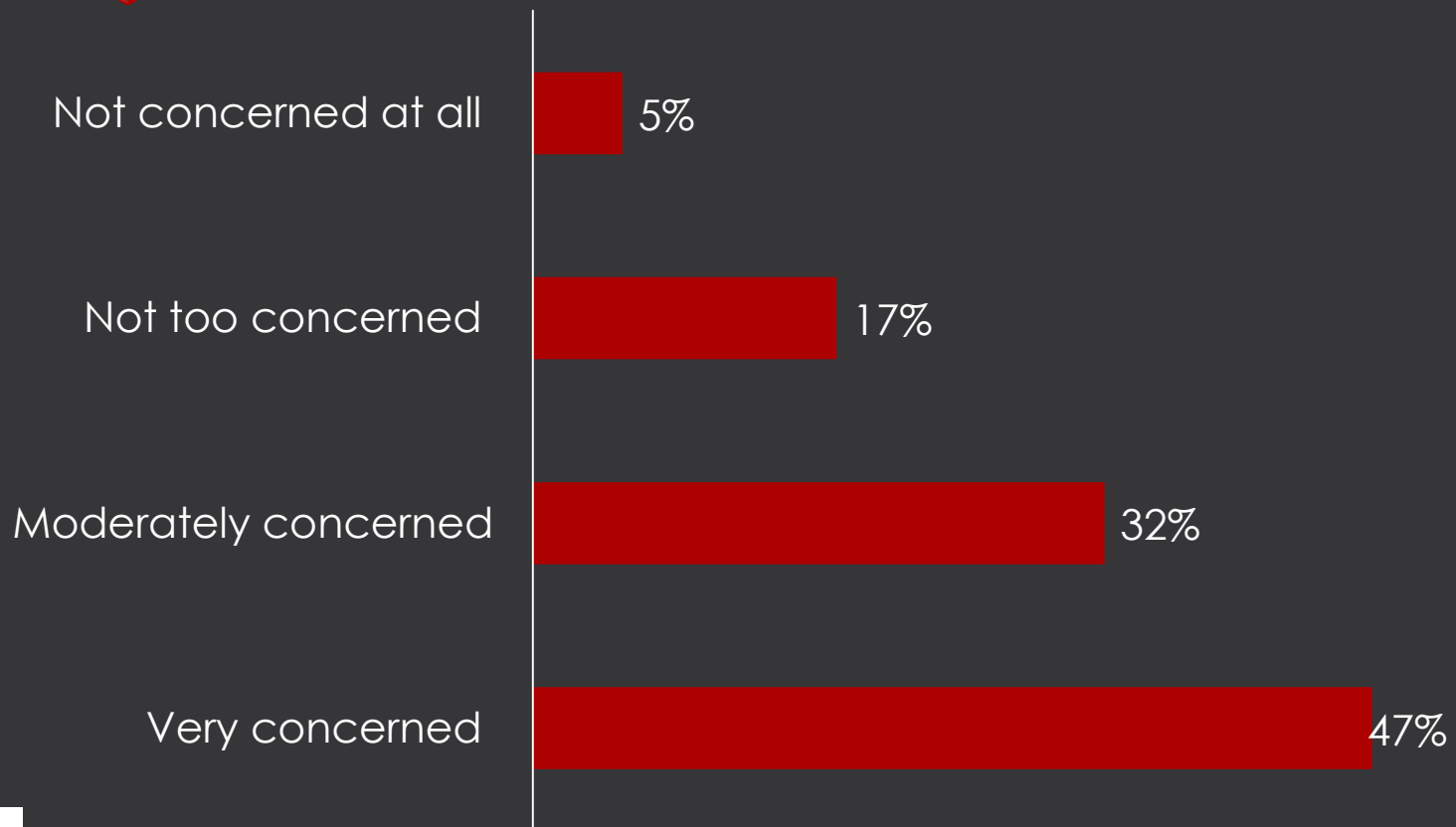
Beyond Input to Outcome Metrics...

Dr. Rahul Choudaha



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Concern of meeting enrollment goals



Strategies institutions have used to mitigate shifts in demographics

- Made efforts to increase international student enrollment
 - Public: 71% (#1)
 - Private: 64% (#2)

Supporting international student success

“While efforts to recruit international students are on the rise, the data do not show a commensurate increase in support services for these students.”

Source: American Council on Education.
2012. Mapping Internationalization on
U.S. Campuses

Strangers in a Strange Land

U.S. universities are recruiting increasing numbers of students from abroad, but many worry about the students' disconnection from campus life.

March 4, 2013

By Elizabeth Redden

INSIDE
HIGHER ED

insidehighered.com

Integrating International Students

So you have X number of international students on your campus. So what?

February 20, 2014

By Elizabeth Redden

The University of China at Illinois

The University of Illinois at Urbana-Champaign enrolled 37 undergraduates from China in 2000. Now it has close to 3,000. What are the implications of such a shift?

January 7, 2015

By Elizabeth Redden



Colleges Adapt to New Kinds of Students From Abroad

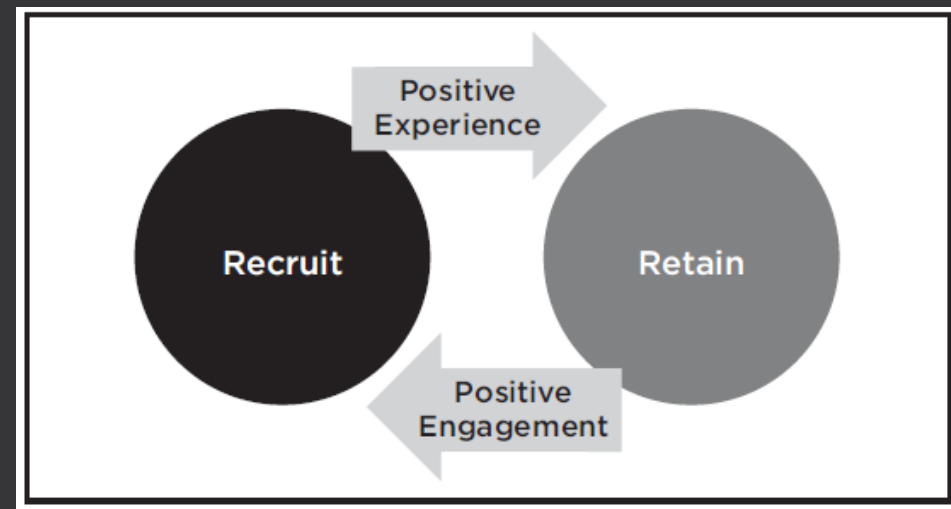
Younger, sometimes less-experienced students require more academic and social support

- “the biggest shift for campuses is the growth in overseas undergraduates. They bring with them different expectations and experiences than graduate students, who have been the majority of international students in this country for a decade.” Karin Fischer
May 29, 2011

Bridging the gap: Supporting the success

- “Poor retention is symptomatic of the mismatch between expectations of students prior to enrollment and the actual experience of students once they are on campus.”

Source: Choudaha, R. & Schulmann, P. (2014). Bridging the Gap Recruitment and Retention to Improve International Student Experiences, NAFSA Research Report. Retrieved from www.nafsa.org/retentionresearch



“Getting Inside the Mind of an Applicant”

- “Want to advance in the enrollment field? Get cozy with algorithms. Big data has barged into the modern admissions office and demanded a seat in every meeting.”



“Not All International Students Are The Same: Understanding Needs, Mapping Behavior”



Are we ready? Are we doing enough?

Input	Process	Output	Outcome	Impact
Resources	Activities	Products	Benefits	Mission
Increase in recruitment budget	Increase in travel to education fairs	More students on the campus	\$\$\$	\$\$\$

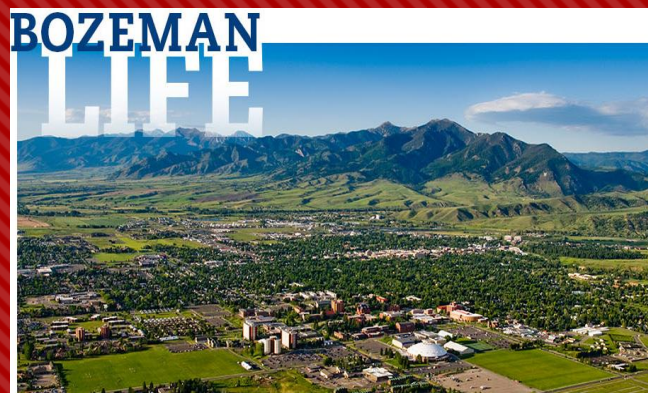
What evidence do we have about “outcomes” and “impact” of international enrollment beyond \$\$\$

Beyond input metrics...

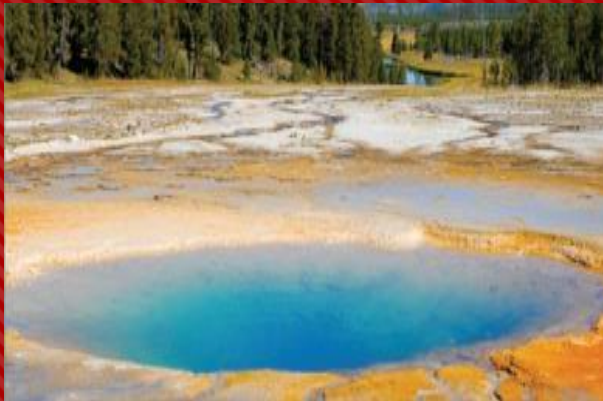
- Input metrics
 - Total enrollment
- Outcome metrics
 - Diversity by source country
 - Diversity by program of study
 - Retention rates
 - Satisfaction with campus experiences
 - Career success
 - Academic caliber of students
 - Cost of recruitment

Reflections...

- What are the approaches?
- Who are the stakeholders?
- What are the barriers?
- What are the opportunities?



Montana State University



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Location: Bozeman, MT



TOP 7 TRAIL TOWN

Trail Runner magazine names Bozeman one of the Top 7 trail towns. Bozeman has more than 30 trailheads within an hour's drive.

One of the ten best small towns in the USA. –
Forbes Magazine



ONE OF THE TOP PLACES
TO LIVE AND WORK AS
A MOVIE MAKER

MOVIE MAKER MAGAZINE



A TOP PICK

Top 15 College Towns to Live in Forever

—College Ranker

Top 10 Places to Live

—Men's Journal

Top 10 College Towns

—Forbes



TOP 5 SKI TOWN

Bozeman is ranked among the
Top 5 ski towns in the world
(and No. 1 in the continental U.S.)
according to *National Geographic*.

BOZEMAN RANKS
6th

ON THE NATIONAL
CENTER FOR ARTS
RESEARCH'S
ARTS VIBRANCY INDEX
FOR SMALL TOWNS

THE TOP RANKED CITY
IN MONTANA

BOZEMAN HAS FOUR
MUSEUMS, NUMEROUS
ART GALLERIES, A
SYMPHONY, A BALLET,
AN OPERA COMPANY
AND SEVERAL
COMMUNITY THEATERS

Montana's Land-grant University

- Colleges
 - Agriculture
 - Arts & Architecture
 - Business
 - Education, Health and Human Development
 - Engineering
 - Letters and Science
 - Nursing

ENROLLMENT

15,688

MONTANA'S
LARGEST
UNIVERSITY

FALL 2015

FALL 2015 FRESHMEN:

Average HS GPA

3.45

Average ACT score

25.4

Average SAT score

1722

MSU part of international team that detects gravitational waves 100 years after Einstein predicted their existence

February 11, 2016 -- MSU News Service

MSU a leading university for scholarship winners

MSU is one of just eight universities from across the nation this year to produce two Truman Scholarship recipients. In addition, MSU is currently tied for 8th in the nation for the total number of Goldwater scholars.

[READ MORE](#)

MSU earns top Montana spot on top colleges list

MSU recently earned the 144th spot on The Business Journals' 2015 list ranking U.S. public colleges. It is the highest rank earned by an institution in Montana. [READ MORE](#)

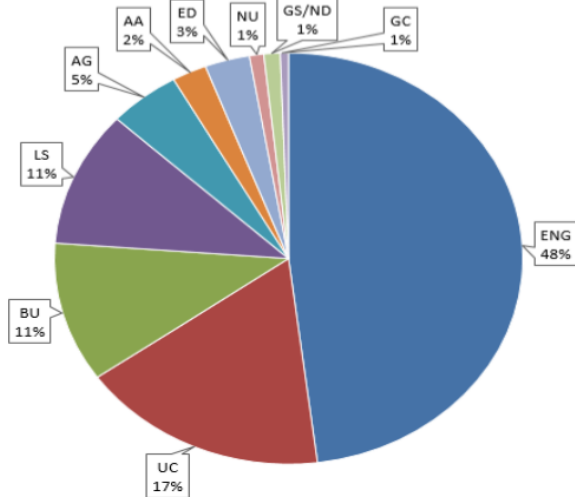
Incoming students' test scores highest in years

The average SAT score for first-time freshmen who enrolled full-time at MSU this fall is 1720, while their average ACT score is 25.3. The average high school grade point average for the same group is 3.43. [READ MORE](#)

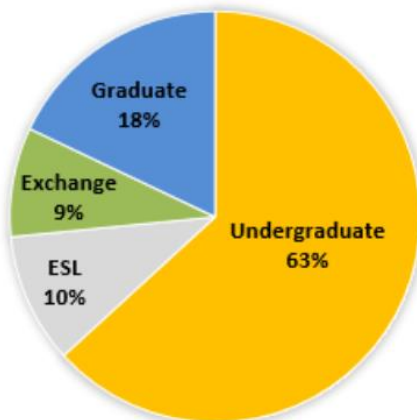


MSU's International Enrollment

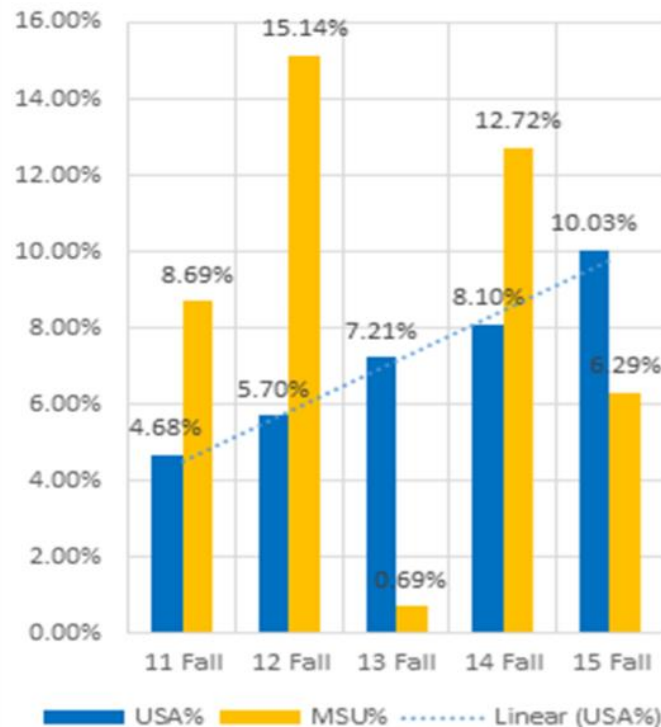
Intl' Student Enrollment by College



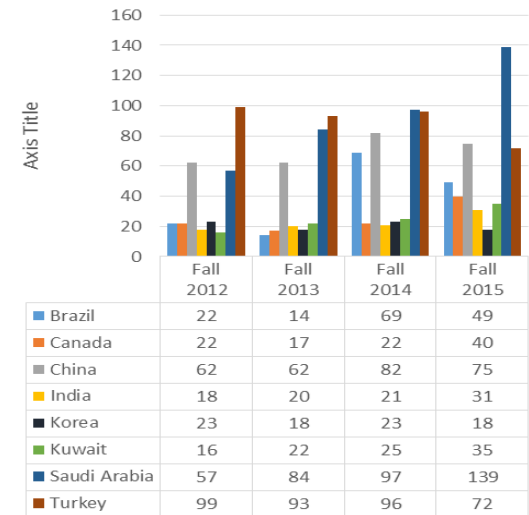
Intl' Student Population, Including ESL



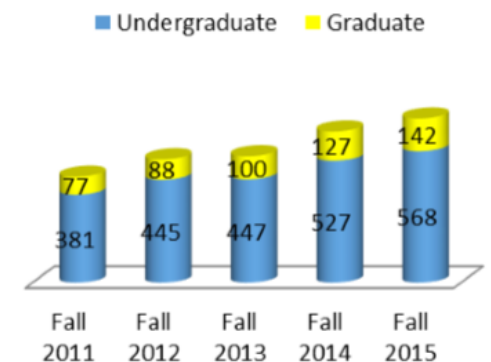
% Change in Int'l Enrollment



Int'l Enrollment Trends by Nation



Int'l Enrollment at MSU, 2011-2015



\$109.6
MILLION

IN ANNUAL RESEARCH
EXPENDITURES

MSU RANKED AS THE
26th

MOST TECHNOLOGICALLY
ADVANCED UNIVERSITY
—greatvaluecolleges.net:
*50 Most Technologically Advanced
Universities in the World*

MSU BUSINESS
SENIORS SCORED
IN THE **94th**
PERCENTILE

on the Major Field Test for
Business Students in 2015

2014 N-CLEX PASS RATE
88%

OF MSU NURSING
GRADS WHO TOOK THE
LICENSURE EXAM FOR
NURSING PASSED ON
FIRST ATTEMPT

MSU TEACHING
GRADUATES EXCEEDED
NATIONAL AVERAGE
SCORES IN
10 OF 11
PRAXIS II CONTENT
AREA EXAMS

IN 2015, MSU
GRADUATES'
PASS RATE ON THE
ARCHITECTURAL
REGISTRATION
EXAM AVERAGED
10%

ABOVE NATIONAL PASS
RATES IN ALL SEVEN
SUBJECT AREAS

MSU INVESTS
\$1.7
MILLION ANNUALLY

IN SUPPORT OF
UNDERGRADUATE
RESEARCH

96%

OF RECENT MSU NURSING
GRADUATES REPORT
FULL-TIME EMPLOYMENT

AVERAGE GRAD'S REPORTED SALARY IS \$49,566

Top 12 Game Day Experience

Bobcat Stadium was recently recognized on StadiumJourney.com's list of Top 12 College Football Neighborhoods. The selections were made based on the fans, food, pep band and good game day presentation. Bobcat Stadium was in good company, rounding out the list that also included the Alabama Crimson Tide, Florida Gators and Notre Dame Fighting Irish.

Metrics of Success

8,322

TOTAL NUMBER
OF STUDENTS
ENGAGED IN CLUBS &
ORGANIZATIONS
IN 2013-14

100%

MSU PASS RATE ON THE
CERTIFIED HEALTH EDUCATION
SPECIALIST EXAM

AMONG THE **TOP 5 PERCENT** OF BUSINESS
SCHOOLS ACCREDITED BY AACSB

The Association to Advance Collegiate Schools of Business

MSU STUDENTS'
PASS RATE ON
FUNDAMENTALS OF
ENGINEERING EXAM

89.8 %

ALMOST 10 POINTS
ABOVE THE PASS RATES
FOR SIMILAR STUDENTS AT
OTHER UNIVERSITIES

MSU has produced
64 GOLDWATER SCHOLARS
(more than Yale and tied with Cornell)

MSU is the top school for Goldwater
scholars in the Northwest and Rocky
Mountain regions.

The Goldwater Scholarship is a prestigious
national award for students in math and science.

95%

OF RECENT COLLEGE OF ENGINEERING
GRADUATES REPORT EMPLOYMENT
OR PURSUING ADVANCED STUDY

REPORTED AVERAGE STARTING SALARY IS \$54,817

MSU'S MEDICAL SCHOOL
ACCEPTANCE RATE IS NEARLY **20% higher** THAN THE NATIONAL
AVERAGE ACCEPTANCE

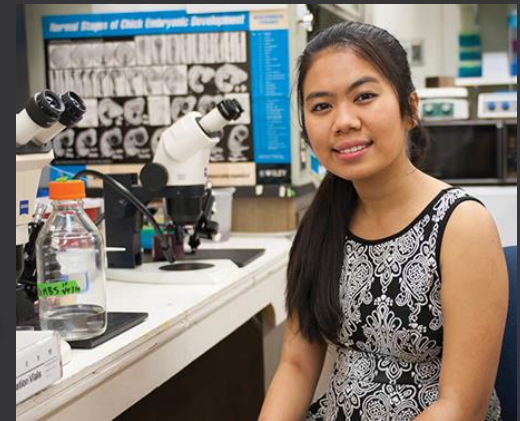
Metrics of Success: Learning

- By 2019, the first time, full time freshmen fall-to-fall **retention rate will increase from 74 percent to 82 percent**.
- By 2019, the bachelor's **graduation rate will increase from 51 percent to 65 percent** as measured by the six-year graduation rate.
- By 2019, the number of **graduate degrees awarded will increase from 548 to 625** per year. The number of **doctoral degrees awarded will increase from 56 to 80** per year.

MSU-Bozeman										Profile of First-time Full_time Freshmen Non_Res_Alien Students																									
		Final GPA		Percentile		ACT Comp		SAT Comp		4 Year Bachelor						Continuation Rates and Cumulative Graduation Rates																			
First Fall	Class Size	Avg	Num	Avg	Num	Avg	Num	Avg	Num	Grad 1	Cont 2	Grad 2	Cont 3	Grad 3	Cont 4	Grad 4	Cont 5	Grad 5	Cont 6	Grad 6	Cont 7	Grad 7	Cont 8	Grad 8	Cont 9	Grad 9	Cont 10	Grad 10	Cont 11						
2005	12		2		2		0	1680	4	0.0%	100.0%	0.0%	91.7%	0.0%	91.7%	41.7%	41.7%	58.3%	16.7%	83.3%	0.0%	83.3%	8.3%	83.3%	8.3%	83.3%	0.0%	83.3%	0.0%						
2006	21	3.10	7		0	23.0	1	1656	9	0.0%	76.2%	0.0%	57.1%	0.0%	47.6%	23.8%	23.8%	42.9%	9.5%	47.6%	0.0%	47.6%	0.0%	47.6%	0.0%	47.6%	0.0%								
2007	26		4		2	29.0	1	1423	14	0.0%	88.5%	0.0%	69.2%	0.0%	61.5%	26.9%	30.8%	38.5%	7.7%	50.0%	3.8%	53.8%	0.0%	53.8%	0.0%										
2008	27		2		1	33.0	1	1490	15	0.0%	63.0%	0.0%	51.9%	3.7%	48.1%	18.5%	18.5%	40.7%	11.1%	48.1%	7.4%	55.6%	0.0%												
2009	28	3.32	8		3	25.0	2	1637	15	0.0%	89.3%	0.0%	71.4%	0.0%	75.0%	39.3%	35.7%	67.9%	10.7%	67.9%	3.6%														
2010	31		3		0	23.0	2	1612	13	0.0%	83.9%	0.0%	71.0%	0.0%	74.2%	35.5%	29.0%	58.1%	6.5%																
2011	41	3.54	11		3	27.3	4	1714	19	0.0%	80.5%	0.0%	61.0%	0.0%	58.5%	14.6%	34.1%																		
2012	26		4		3	21.0	2	1609	11	0.0%	76.9%	0.0%	73.1%	0.0%	69.2%																				
2013	29	3.57	7		2	28.8	4	1614	9	0.0%	82.8%	0.0%	69.0%																						
2014	32	3.32	5		2	25.5	4	1590	12	0.0%	71.9%																								
2015	50	3.24	13		1	21.5	6	1696	16																										

Metrics of Success: Discovery

- The **graduate student population will increase 20 percent** to approximately 2,350 by 2019, with an **emphasis on increasing doctoral student enrollment**.
- By 2019, **MSU will improve its rank among Carnegie Classified Research Universities** – Very High Research Activity (RU/VH) institutions on four measures: STEM R&D expenditures (current rank 94); Non-STEM R&D expenditures (rank 92); Number of science and engineering research staff (rank 96); and doctoral conferrals (rank 106).
- By 2019, national and international **recognition of MSU faculty will improve** as measured through scholarly and creative accomplishments.



Metrics of Success: Engagement

- By 2019, the **percentage of students, faculty and staff involved in service, outreach and engagement activities**, with particular attention to underserved areas and minority populations, **will increase**.
- By 2019, MSU will have **increased the percentage of students actively participating in student organizations**.
- By 2019, the **percentage of MSU students participating in cross-cultural study, work or service experiences, incorporating both academic preparation and post-experience reflection, will double**.
- By 2019, the **percentage of MSU students, faculty and staff participating in leadership development activities will increase**.



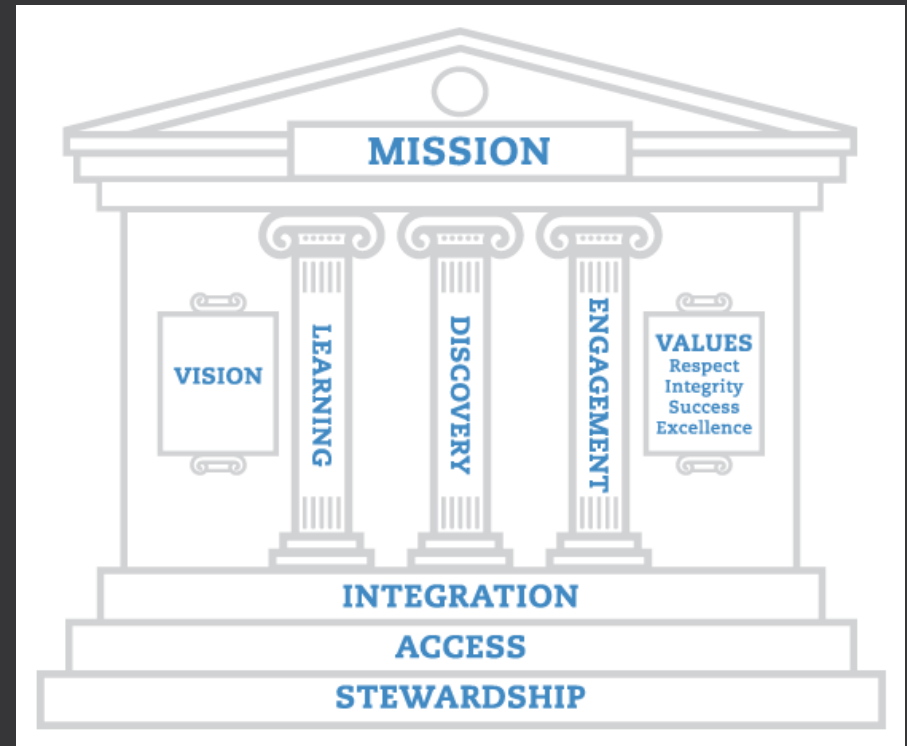
Metrics of Success: Access

- By 2019, **the number of international students enrolled will increase to 660** (a 20 percent increase).
- **MSU** is one of only 83 institutions from across the nation – and the only university in Montana — to receive the 2014 Higher Education Excellence in Diversity, or HEED, award from INSIGHT Into Diversity magazine, the oldest and largest diversity-focused publication in higher education. Among other measures, MSU was selected based on the university's initiatives that promote diversity and inclusion, as well as its work to embrace a broad definition of diversity on campus, including diversity by gender, race, ethnicity, sexual orientation, veteran status, and disability status.



Strategies and Approaches

- Enhance the International Student Experience
 - International Student Barometer
 - Community Engagement/Integration
 - Intentional Programming with Learning Outcomes
- Continuously Build Organizational Capacity
 - Enterprise Systems (Internal)
 - Outreach and Development (External)
- Streamline Business Processes
 - Value Stream Mapping
 - SOPs
- Improve Collaboration
 - System
 - University
 - Campus



Lessons Learned



En ce second livre l'auteur ce demonstre
plus les leçons medicales quelle a promis
a faire. C'est a dire les leçons et usages sen-
tences pour leur offer la soulas et les autres
affections de l'ame qui le gardent de connoisse
la verite de la maladie. et ce fait elle en



Situational Awareness



Culture





YOU'RE BOUND FOR GREAT THINGS

THE JOURNEY BEGINS AT MCGILL

A Global University

Kathleen Massey, MA

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McGill in context

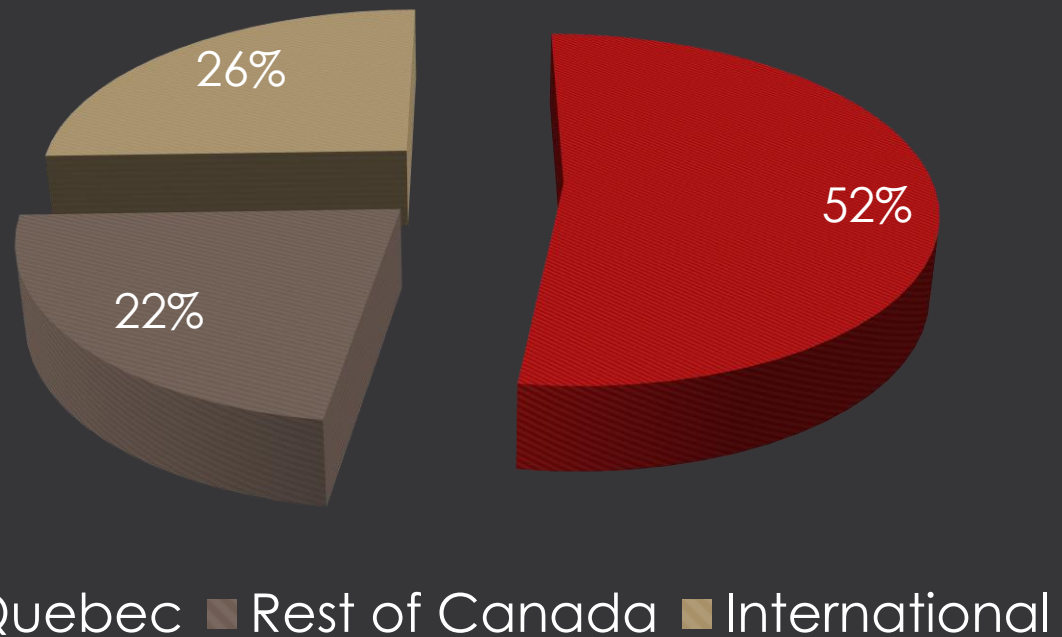
- Global reputation for academic excellence and research
 - Highest percentage of PhD students among Canadian research universities
 - 139 Rhodes Scholars and 12 Nobel Prize winners
- International stature
 - 250K alumni in 180 countries worldwide
 - 1st in Canada*; 24th in the world*
 - 25% international students

Maclean's magazine, 2016; QS World University Rankings 2015/16

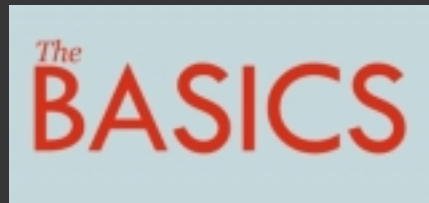
Diversity of student origin

○ Top 10 countries (of 150)

1. US
2. France
3. China
4. India
5. Saudi Arabia
6. South Korea
7. UK
8. Iran
9. Pakistan
10. Japan



McGill Experience



McGill tracks these outcomes

- First year retention rate
 - McGill: 91%
- Satisfaction with the McGill experience (residence, clubs, academic advising, services etc)
- Engagement and involvement
- Self-assessed preparedness for careers (or further education)
- Implications for family well-being

Tracking mechanisms (examples)

- Canadian Bureau of International Education (CBIE) survey
- Destination Survey (Career and Placement Services, McGill)
- myInvolvement
- Co-curricular record



Lessons learned

- Strategy and resources required
- Diverse people with diverse needs
- Not all services need to be 'international' to be helpful
- Ongoing assessment of programs essential
- Peer mentors are invaluable
- Key aspect of the university brand

Our students say that a benefit of a McGill experience is meeting people from around the world.

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