Exchange Student Marketing and Recruitment Plan

Designed for Robert Morris University's Center for Global Engagement

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Executive Summary

In line with Robert Morris University (RMU)'s mission of providing a globally-oriented educational experience to all students, the goal for this exchange student marketing and recruiting plan is for RMU to host one exchange student from each targeted university partner each year. To achieve this goal, RMU should implement a 15-month marketing plan aimed at recruiting exchange students for Spring 2018 and Fall 2018 semesters.

The recommendations in this plan are informed by interviews with current exchange students, a survey of advisors at partner universities, and several meetings with Center for Global Engagement (CGE) staff in order to identify all parties' needs and pain points.

The plan is organized into three strategies and several corresponding tactics. The strategies are prioritized based on the most critical needs identified by students and advisors.

1. **Develop sustainable relationships with partner advisors**
    a. Conduct annual Skype meetings
    b. Strengthen relationships with partner advisors through purposeful initiatives
    c. Renew memorandum of understanding (MOU) with Griffith College
2. **Create visibility to increase nominations**
    a. Target Business, Engineering, and English Majors
    b. Mail a promotional kit and primer email to partner advisors
    c. Create a $500 housing subsidy
    d. Implement Facebook ads during the first half of each semester
    e. Conduct exit interviews with exchange students
    f. Redesign RMU Global Facebook Page
3. **Facilitate the student enrollment journey**
    a. Tailor the admissions application
    b. Email students to guide them through enrollment process
    c. Use housing subsidy to encourage timely deposits

The 15-month marketing plan begins in June 2017 with the goal of recruiting five students total between the Spring 2018 and Fall 2018 semesters (one student per year from each of the five partner universities). The total cost of the recommended initiatives is $987.35.

By implementing these three strategies, RMU will be able to effectively achieve its goal of receiving one exchange student per year from each of its five partner universities, thus fostering sustainable exchange partnerships.

Mission

The Center for Global Engagement at RMU is committed to advancing the academic vision of the university by developing and providing programs and services that are integral to the promotion of international education and cross-cultural exchange opportunities. Among its priorities are:

- To increase the representation of international students at Robert Morris University
- To establish collaborative relationships with institutions at home and abroad whose programs are good fits for its specific programs
- To provide affordable exchange programs to all interested and qualified students
- To encourage students to participate in cross cultural exchanges on campus and with its partners abroad

Goal

RMU currently has student exchange agreements with 10 partner universities outside of the U.S. In each of these agreements, RMU is expected to send and receive an equal number of students with each partner university over the course of 3-5 years. Typically, this goal is achieved by sending one student-semester per year each way. However, a partner university may send more or less than one student per year as long as the balance evens out over time.

While some of the exchange programs have successfully balanced the flow of exchange students, there are five partner universities that have historically struggled to send students to RMU, resulting in an imbalance. They are:

1. University of Limerick (Ireland)
2. Griffith College (Ireland)
3. University of Strasbourg (France)
4. Deakin University (Australia)
5. Kansai Gaidai University (Japan)

RMU has a goal of improving the balance of exchange students as agreed upon in MOUs with five partner universities by **recruiting one exchange student per year from each target university**.

Data Sources

To ensure that recommendations are insight-driven and based on students' and advisors' needs, data has been collected through the following methods:

1. Five interviews with past and current exchange students
2. A survey of partner university advisors to which four advisors responded
3. 10 meetings with Jesse Phillips and Jessica Schrader of CGE

Growth Strategy

To achieve its goal, RMU must increase its market share for international exchange students relative to its competitors. Thorough analysis of RMU's competitors revealed two key takeaways:

1. RMU's primary competitors for inbound exchange students are American, Canadian, and Erasmus universities that have exchange agreements with RMU's partners. Not studying abroad is a competing choice as well
2. Competitors' greatest strengths are low cost (Erasmus); travel options, active campus life, and strong programs (American universities); welcomeness and safety (Canadian universities); and normal degree progress and ease (not going)

Appendix A identifies specific examples of competitors within these broad categories. Each of the competitors listed in Appendix A has an exchange agreement with at least two of RMU's partner universities and offers programming to at least two of RMU's target segments: business, engineering, and English majors. Not studying abroad is also included as an option.

RMU's Global Village living and learning community is its most important differentiating feature. By leveraging Global Village, in addition to its other qualities that students have expressed they find most appealing, RMU will be better positioned over its competitors to attract students.

RMU should position itself relative to the competition as follows:

To business, engineering, and English majors who desire an intercultural and career-oriented academic experience, RMU's exchange programs offer personalized learning with accessible advising, innovative learning facilities, optimal location for U.S. travel, and language and cultural immersion. Unlike competitor universities that lack programming to foment meaningful contact between international students and host nationals, RMU offers the Global Village living and learning community to foster cross-cultural engagement by housing exchange students with Americans and hosting cultural workshops, international films, global news discussions, and conversation exchanges.

SWOT/TOWS Analysis

A strengths, weaknesses, opportunities, and threats (SWOT/TOWS) analysis was conducted in order to identify potential strategies and tactics to attract five exchange students in accordance with the marketing plan goal. Tactics were evaluated in terms of their responsiveness to students' needs, cost implications, and feasibility of implementation. Data sources for the SWOT analysis are detailed below, and the recommended strategies and tactics in Table 1 are explained in greater detail within the strategic initiative sections of this report.

Data Sources

RMU's strengths and weaknesses were primarily identified using recorded interviews with five current or former exchange students. Students identified that having an American roommate or "buddy" was important to them, and several students indicated that they traveled regularly to Pittsburgh and other major cities such as Washington, D.C. and New York City despite not owning a car. The students felt that RMU was well-positioned geographically for exploration of the United States. However, several students mentioned that they had concerns about RMU's price being high, especially in terms of housing and meal plans.

Secondary research supplemented students' perceptions of RMU's strengths and weaknesses and was critical in identifying opportunities and threats. An analysis of American and international exchange program competitors revealed that RMU's price is similar to the price students would pay at other American universities that have exchange agreements with the same partner universities. However, RMU's price is significantly higher than the cost of attendance at other schools, particularly for European students who can participate in Erasmus. The same competitor analysis demonstrated that RMU is unique in offering a comprehensive international living and learning community (Global Village), which former exchange students identified as a highly desirable component of the exchange program. Details of the competitor analysis can be found in Appendix A. RMU's lack of name recognition abroad was hypothesized given its rank of 188th in U.S. News and World Report's college rankings.[1]

To inform the "opportunities" portion of Table 1, several articles demonstrate the positive perceptions of the "quality of education" of U.S. universities and the employment opportunities they provide.[2] Additionally, the U.S. is ranked as the number two travel and tourism destination in the world,[3] and there is a high demand to study American English as it is the international standard.[4] Threats to RMU include the perception that America is unwelcoming because of the current political environment.[5]

[1] U.S. News & World Report, 2017.
[2] IDP, 2016.
[3] UNWTO, 2016.
[4] Access International, 2008.
[5] StudyPortals, 2017.

Table 1: Recommendations based on SWOT Analysis

SWOT/TOWS Analysis	Opportunities	Threats
	A. U.S. best in terms of quality of education **B.** U.S. study abroad highly desired by employers **C.** U.S. #2 travel destination in the world **D.** American-English language learning is desirable	**A.** Current political climate and perception of an unwelcoming America **B.** Similar exchange programs in the U.S. are competitively priced, and Erasmus offers students many financial incentives **C.** Competitor universities have simple and straightforward application processes
Strengths **1.** RMU's Global Village living and learning community uniquely offers frequent in-dorm intercultural events in addition to American roommates as requested by previous exchange students **2.** RMU has innovative immersive learning facilities such as the Learning Factory **3.** Previous exchange students praised RMU's location as optimal for travel	**1D** Advertise Global Village as a way to improve American English language immersion **2B** Promote innovative learning facilities as useful for career development **3C** Use maps in promotional materials to show RMU's ideal location for U.S. travel	**1A** Highlight Global Village as a welcoming community that fosters cross-cultural friendship and provides exchange students support
Weaknesses **1.** RMU's price is high compared to competitors' prices, and students have identified cost as a main concern **2.** RMU's regular application process is confusing for exchange students and contains irrelevant questions **3.** In the past, residential life has not paired exchange students with American roommates as requested by CGE **4.** RMU lacks name recognition abroad	**4A** Leverage the U.S.' quality of education to counter RMU's lack of name recognition by highlighting RMU's location in America and using RMU's red, white, and blue colors to reinforce the school's patriotic identity	**1B** Offer $500 housing subsidy which would make RMU's price more competitive while still allowing CGE to operate with a small profit **2C** Simplify admissions process using in-house IT labor to create a tailored "exchange student" admission pathway **3A** Ensure residential life pairs exchange students with American students

Strategic Initiatives

In order to reach the goal of receiving one exchange student from each of the five partner universities over the course of two semesters, RMU should implement three strategic marketing and recruiting initiatives, each of which are composed of the appropriate tactics necessary to assist the progress of each initiative.

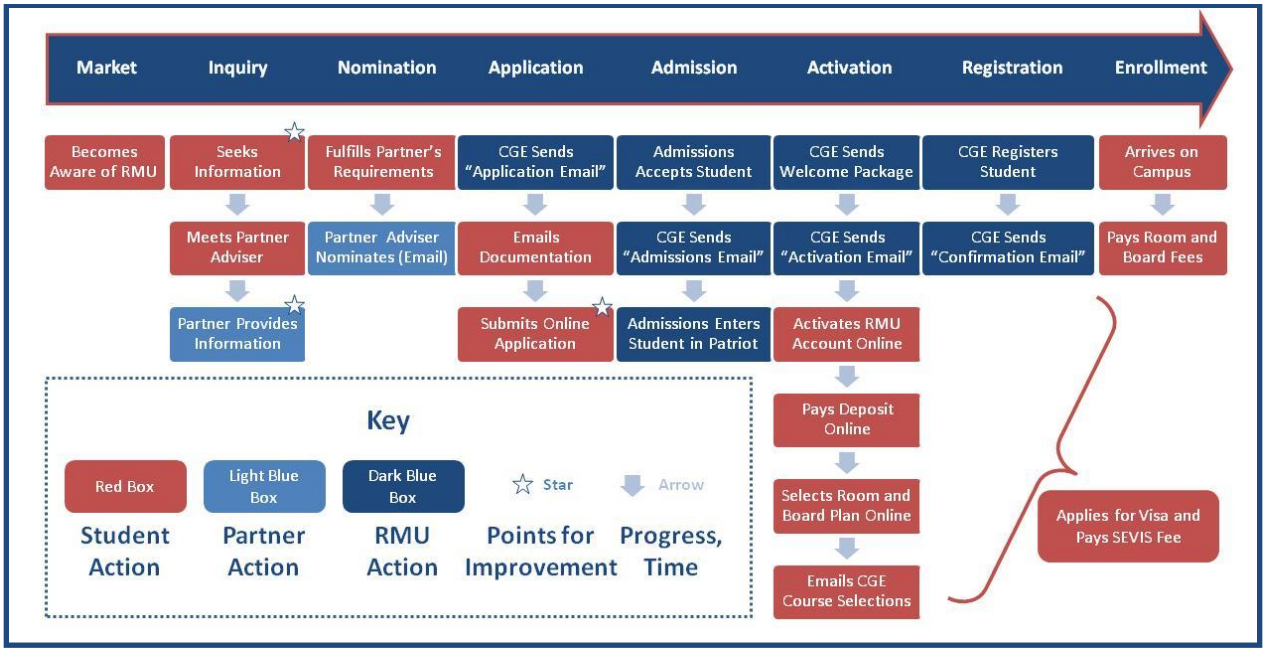
Figure 1: Overall Goal, Initiatives, and Tactics



The three strategic initiatives located in the middle column of Figure 1 correspond to a specific group of tactics or actions that occur during the international inbound exchange student journey, as well as certain actions RMU must take to work with partner advisors prior to students entering the enrollment process.

Each initiative contains tactics that will be used to achieve the overall goal. Specific elements of the student journey and how they interact with each other as a part of the process are shown in Figure 2. The strategic initiatives identified in the subsequent sections of this report are targeted at three key points in the student journey as indicated by stars.

Figure 2: Student Enrollment Journey



Strategic Initiative 1: Develop Sustainable Relationships with Partner Advisors

Developing and maintaining relationships with partner university advisors are essential as the advisors play an important role in relaying information about an exchange opportunity at RMU and nominating students to participate in these exchanges. According to Jill Stoffers, the senior director of institutional partnerships at MIIS, the strongest partnerships are formed when there is a personal connection to the relationship; when there are champions on both sides; and when there is wide buy-in on both sides. Without advisors' buy-in, RMU will struggle to attract students to its campus.

As such, **it is important that RMU take steps to further develop sustainable relationships with partner advisors to increase student nominations** with the following tactics:

1.1 Conduct annual Skype meetings
1.2 Strengthen relationships with partner advisors through purposeful initiatives
1.3 Renew MOU with Griffith College

Tactic 1.1: Conduct Annual Skype Meetings

Since sponsoring travel between RMU and partner institutions is not a feasible option, the first tactic is to conduct an annual Skype check-in with partner advisors. This is an effective way to both build rapport and personal connections. Check-ins should occur in February during the second nomination period so that CGE can specifically follow up with advisors at partner universities that did not send a student in Spring 2018.

Costs

There is no cost to this tactic beyond CGE staff time necessary to hold the annual Skype meetings.

Tactic 1.2: Strengthen Relationships with Partner Advisors through Purposeful Initiatives

In order to strengthen relationships, RMU should connect with partner advisors at national NAFSA conferences and send holiday greeting cards to the advisors. For tracking these methods of engagement, as well as all other contact with target university advisors, a partner advisor communications tracker can be found in Appendix B.

Attend Annual NAFSA Conference

Attending the annual national NAFSA conference every May allows CGE staff members to personally interact and build additional face-to-face connections with partner advisors. These interactions are critical to building the personal relationships that are at the heart of successful

partnerships. CGE staff members in attendance should be briefed on RMU's relationship with target partners and ways to engage them at the conference.

Send Holiday Greeting Cards

Sending a holiday greeting card each year before winter break is an amiable way to develop and maintain connections. By sending holiday cards to the targeted partner universities, CGE will help keep RMU on partners' radars. A sample card is provided in Appendix C.

Costs

There is no additional cost to implement this tactic beyond CGE staff time and conference attendance, which is already covered under CGE's operating budget.

Tactic 1.3: Renew MOU with Griffith College

The memorandum of understanding for RMU's partnership with Griffith College expired in 2012, and Griffith has never sent a student to RMU. To improve RMU's relationship with Griffith, CGE should reinstate Griffith as a partner through a new MOU as soon as possible. A new MOU will allow RMU to formalize and renew its relationship with Griffith to ensure a balance of exchange students and a sustainable partnership. A model email to re-engage Griffith is included in Appendix D, and a model MOU is included in Appendix E.

Costs

There is no cost to this tactic beyond CGE staff time necessary to negotiate the MOU with Griffith College.

Strategic Initiative 2: Create Visibility to Increase Nominations

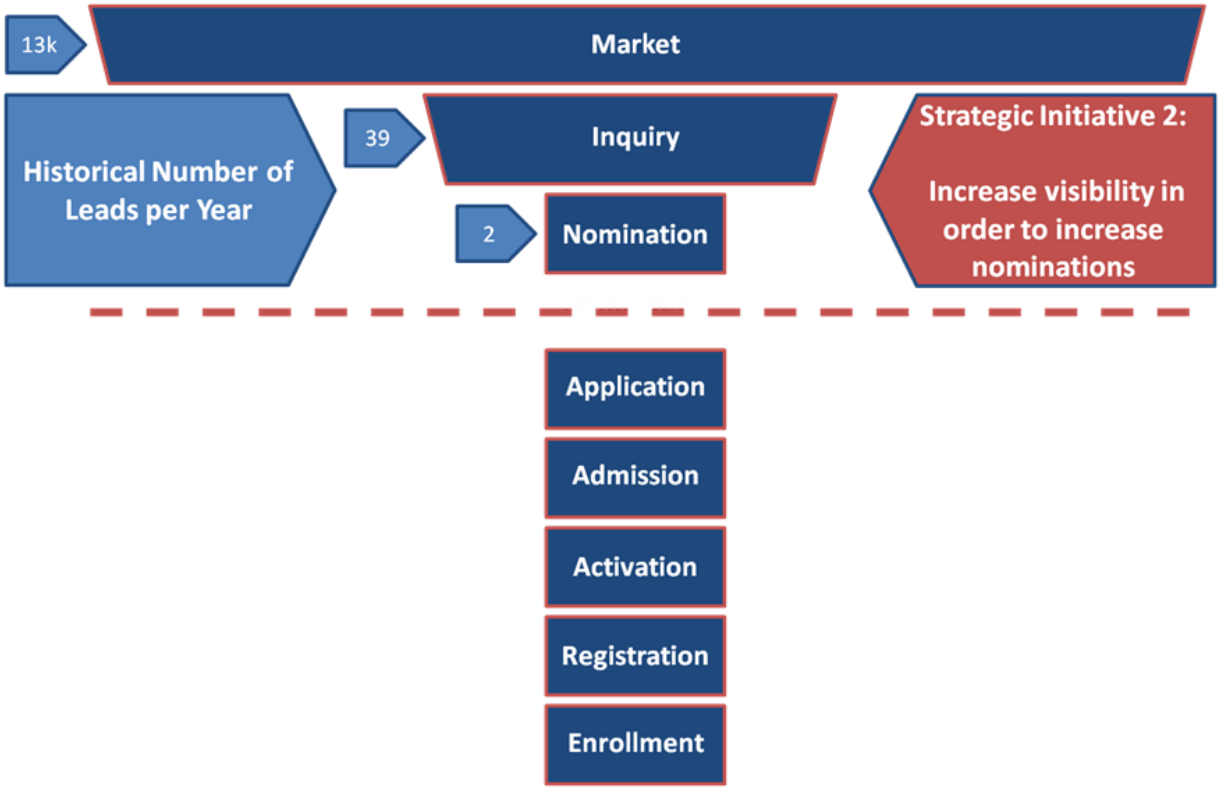
There are three main reasons students might not seek a nomination for an exchange at RMU after becoming aware of RMU's program:

1. Lack of information about RMU
2. Large selection of competitor programs to choose from
3. High sensitivity to price and inability or unwillingness to pay

Given that RMU has not historically lost students from the target universities after nomination, **it is critically important to increase visibility and awareness of an exchange opportunity in order to increase nominations that will then materialize into enrollments.** To achieve its goal of receiving a student from each of the five partner universities, RMU should implement the following tactics:

2.1 Target Business, Engineering, and English Majors
2.2 Mail a promotional kit and primer email to partner advisors
2.3 Create a $500 housing subsidy
2.4 Implement Facebook ads at the beginning of each semester to recruit students
2.5 Conduct exit interviews with exchange students
2.6 Redesign RMU Global Facebook page

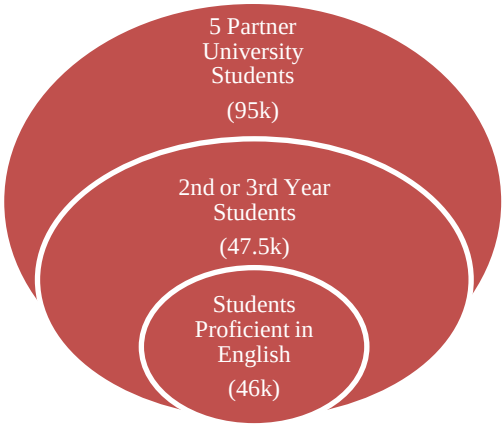
Figure 3: Historical Number of Leads per Year from Target Universities (Awareness to Nomination)



Tactic 2.1: Target Business, Engineering, and English Majors

As the goal is only one student from the five target partner universities, RMU should focus its marketing and recruiting efforts to target 13k business, engineering, and English/American studies majors. Because academic excellence, career preparation, course flexibility, and campus life experience are major considerations for these students coming to the United States,[6] RMU is uniquely positioned to satisfy their needs and opportunities for delight.

Figure 4: Overall Market



Qualifying Dimensions

There are approximately 95k total students at the five targeted partner universities.[7] Typically, students must be in their second or third year of university to study abroad. This halves the market to 47.5k. Taking into account the unique percentages of students who are likely to speak English at a sufficient level to study abroad at RMU, the qualified market size is 46k.

Table 2: Number and Percentage of English Speaking Students at Target Universities

Partner University	# of Students and % English Speaking
Deakin University (Australia)	53,000 (All speak English)
Griffith College (Ireland)	8,500 (All speak English)
Kansai Gaidai University (Japan)	13,000 (Nearly all speak English)
University of Limerick (Ireland)	17,000 (All speak English)
University of Strasbourg Business (France)	2,900 (Est. 50% speak English)[8]

Determining Dimension

1. Major (Business, Engineering, English/American Studies, or Other)

Of the 46k students in the overall market, approximately 14% are business majors, 2% are engineering majors, 13% are English/American studies majors, and 70% major in other fields. [9,10]

Table 3: Market Segments

Target Partner Universities			
Business Major **6.2k Total** (1.5k U. Stras) (3k Deakin) (1k Limerick) (700 Griffith)	Engineering Major **1.2k Total** (700 Deakin) (300 Limerick) (200 Griffith)	English/ American Studies Major **6k Total** (6k KG)	Other Major **32k Total** (14k Deakin) (9k U. Stras) (1k KG) (6k Limerick) (2k Griffith)
Light blue indicates the target market, and red indicates the portion of the market that will not be pursued.			

[6] International Student, 2017.
[7] University partner websites and Wikipedia education pages.
[8] Houy, 2016. (Estimate)
[9] IIE, 2016.
[10] IIE, 2016. (UK Open Doors statistics were used to estimate Ireland and Australia's major distributions)

At Kansai Gaidai, only one of their seven majors is non-English, so we assume approximately 6 out of every 7 students to be English/American studies majors. Based on these calculations, the size of each segment is listed in Table 3.

Target Market Selection

Business Students

Due to business students' desire to participate in unique courses and attend universities with prestigious accreditations that their universities lack,[11] RMU provides the following opportunities to delight these students:

- **Academics:** Specialized courses in hospitality, tourism, and sports management
- **Accreditations:** Association to Advance Collegiate Schools of Business (AACSB)
- **Facilities:** New state-of-the art business building including the PNC Trading Center
- **Campus and Housing:** Traditional campus with flexible housing options
- **Extracurricular Offerings:** 11 student organizations specifically for business students
- **Location:** Proximity to Pittsburgh, a regional business hub with professional opportunities
- **Cost:** Although expensive, cheaper than elite private schools

Engineering Students

According to Washington Post, students pursuing specialty degrees, such as engineering, choose schools based on the reputation of a specific program and career preparation.[12] Thus, studying at RMU, a top American engineering school, offers these students the following benefits:

- **Academics:** Specialized biomedical, industrial, mechanical, and software courses
- **Accreditations:** Accrediting Board for Engineering and Technology (ABET)
- **Facilities:** "The Learning Factory" industrial-grade facility for hands-on learning
- **Campus and Housing:** Traditional campus with flexible housing options
- **Extracurricular Offerings:** 8 student organizations specifically for engineering students
- **Location:** Near Pittsburgh, a renowned manufacturing hub with professional opportunities
- **Cost:** Although expensive, cheaper than elite private schools

English/American Studies Students

International students typically make the decision to study in the US due to the academic excellence of the university system, the variety of educational opportunities, flexibility of course offerings, the campus life experience, and the opportunity to travel.[13,14] To satisfy the needs of English/American studies students, RMU offers these students the following benefits:

[11] As two former exchange students stated in video recorded interviews.
[12] Strauss, 2017.
[13] International Student, 2017.
[14] As two former exchange students stated in video recorded interviews.

- **Academics:** Numerous English literature, American history, and communications courses
- **Facilities:** Standard learning facilities with modern equipment
- **Campus and Housing:** Traditional campus with "Global Village" integrated housing option
- **Extracurricular Offerings:** Numerous cultural clubs and Division I sports
- **Location:** Small, inclusive campus where it's easy to make friends, near major U.S. cities
- **Cost:** Although expensive, cheaper than elite private schools

Non-Target Market Characteristics

All Other Students

Given the relatively high cost of attending, lack of specialized courses in other academic areas, and lack of relevant accreditations, RMU is unlikely to satisfy other students' needs at a good value. Several public universities could offer similar opportunities for students at a lower cost.

Cost

The cost accrued to target these students is listed in the Overall Strategic Initiative 2 Costs section.

Tactic 2.2: Mail a promotional kit and primer email to partner advisors

Currently, there is a lack of information available to prospective students resulting in low awareness about exchange opportunities at RMU.[15] This challenge is further amplified due to advisors lacking materials about RMU's exchange program and students solely learning about RMU's offerings by visiting their advisor or through web resources.

Promotional Kit and Primer Email

According to partner survey responses and emails (see Appendix F), course catalogs and unit descriptions, brochures, accommodation information, and semester deadlines are the most essential materials needed to advise students about an exchange at RMU. Therefore, we recommend sending partner advisors a printed promotional kit (see Table 4) and primer email (see Appendix G). Research shows that students still prefer information printed on paper,[16] thus, advisors should be asked to post promotional flyers in targeted academic departments, and keep brochures and fact sheets to give to students during advising sessions.

The primer email will be used to:

- Inform partner advisors that RMU would like to host a student
- Give partner advisors digital copies of the promotion kit materials
- Notify partner advisors about important information and deadlines

[15] As indicated in survey from partner advisors and interview with current exchange student.
[16] Rosenwald, 2015

Table 4: Promotion Kit Contents[17]

For Whom	Materials	Quantity
Advisors	Promotional flyers[A,B]	2
Students and Advisors	Fact sheet that includes: exact semester dates for fall and spring, deadlines, preferred arrival dates, and costs[A,C]	15
Students and Advisors	Brochure[A,B]	15
Advisors	Course catalog[A,C]	1
Students and Advisors	Room and board information sheet[A]	15
Advisors	Viewbook[A]	1

A: Also send a digital copy / B: School-specific / C: Send annual update

Cost

Refer to the Overall Strategic Initiative 2 Costs section for the total cost of printing and mailing the promotion kit.

Tactic 2.3: Create a $500 Housing Subsidy

In order to provide value to students, attract students away from American competitors, and align with its mission of providing affordable, globally-oriented educational experiences, RMU should offer a $500 housing subsidy. This recommendation is based on cost-, competitor-, and customer value-based pricing analyses. These analyses reveal that RMU's exchange programs profit $139k annually, RMU's exchange price is comparable to American competitors' prices (but more expensive than all other competitors), and students value study abroad at $18k/semester (including $5k in room and board that exchange students would pay). Given that students are likely sensitive to price, a housing subsidy should result in an increase in enrollments that would contribute to accomplishment of RMU's goal.

[17] See appendix H for promotion kit contents.

Cost-Based Pricing

Table 5: Exchange Program Cost-Revenue Matrix

Annual Costs		Annual Revenue	
Salaries + Benefits[18] Director[19] Manager[20] Specialist[21]	 $5,300 $12,100 $19,300	Tuition (from outbound students)[22]	$117,541
Travel	$1,000	Room (from inbound students)[23]	$35,030
Conferences	$1,000	Board (from inbound students)[24]	$26,880
Marketing[25]	$2,000		
Programming and Excursions[26]	$0		
Total Costs	**$40,700**	**Total Revenue**	**$179,451**

Cost-based pricing is determined by the annual costs and revenue for RMU's exchange program as presented in Table 5. The exchange program is operating at a net profit of $138,751 ($179,451 - $40,700). This is well above the minimum required to cover its costs. RMU must charge $4,420 in room and board to its 10 inbound exchange students each year to cover the costs of the program if the program is to be funded solely by inbound students (irrespective of outbound students' tuition).

Competitor-Based Pricing

RMU's room and board prices are similar to American competitors' and higher than Canadian and Erasmus competitors'. There is only one situation in which RMU offers a lower price.

[18] Salary and benefit costs are adjusted by percentage of work time spent on exchange programs: Director, CGE = 5%; Manager, Immigration, Exchange and Study Abroad Services = 25%; Study Abroad Specialist = 45%.
[19] Salary.com, 2017. Salary estimated at $91.3k. Benefits estimated at $15k by Jesse Phillips.
[20] Glassdoor.com, 2017a. Salary estimated at $36.5k. Benefits estimated at $12k by Jesse Phillips.
[21] Glassdoor.com, 2017b. Salary estimated at $30.9k. Benefits estimated at $12k by Jesse Phillips.
[22] Calculated by multiplying the average annual number of outbound student semesters (8.3) according to data from the last three years (Appendix A) by the '16-'17 cost of tuition per semester ($14,105).
[23] Calculated by multiplying the average annual number of inbound student semesters (9.6) according to data from the last three years (Appendix A) by the '16-'17 average cost of room per semester ($3,649).
[24] Calculated by multiplying the annual number of inbound student semesters (9.6) according to data from the last three years (Appendix A) by the '16-'17 average cost of board per semester ($2,800).
[25] $1,000 budget given by RMU for five programs multiplied by two for 10 total programs.
[26] Listed as "$0" at the recommendation of the learning partner since these costs are almost entirely attributable to non-exchange international students. However, the learning partner may adjust this model as needed.

Although price varies at each university based on housing and meal plan options, an analysis of competitors' room and board prices (Appendix I) reveals:

1. RMU's room and board price ($5k) is equal to Slippery Rock's ($5k) for Limerick students, and Slippery Rock is RMU's most similar US competitor,[27] given its size and location
2. RMU's room and board price is significantly higher than foreign competitors' in Canada (room and board $3-4k) and Europe (room $1-2k, but students sometimes receive subsidies that cover the full cost of room)
3. RMU's room and board price is lower than just the price of room at Deakin University for students not studying abroad

Considering additional costs, RMU is even more expensive than its international competitors since the SEVIS and visa fees will cost students an additional $380 in the US. There is no visa requirement for Erasmus students, and the visa fee in Canada is only $112.

Although our competitor-based pricing analysis is based on room and board costs, the expected total cost of attendance is calculated in Appendix J, and examples of personal expenses for exchange students are listed in Appendix K. Our analysis estimates the cost to be $3k higher than what RMU currently requires students to demonstrate on Form DS-2019.

Customer Value-Based Pricing

We estimate students' valuation of study abroad at RMU to be at least as high as the average cost of study abroad in the US. While exchange students from partner universities are the target audience, the price of our product is paid partly by RMU students going on outbound exchanges in the form of tuition. The rest of the price (room and board) is paid by inbound exchange students. According to IIE, for the 2012-2013 academic year, the average cost of study abroad for one semester was $17,785.[28] Subtracting RMU's tuition ($13,660/semester paid by an outbound RMU student), the remaining value of room and board would be $4,125 paid by the incoming exchange student. However, a more recent (2015) study, which we will use for the purpose of our analysis, shows the average valuation of room and board to be $5,069/semester.[29]

Students' valuation of study abroad is likely even higher than the figures stated in the previous paragraph because less-tangible professional development contributes greatly to students' valuation of study abroad. In terms of career preparation, recent studies found that 97% of study abroad students find employment within 12 months of graduation, compared to 49% of overall college graduates.[30] Similarly, 90% of study abroad alumni get into their first or second choice graduate schools.[31] A study in *Frontiers* shows that hiring managers value study abroad and are likely to believe that study abroad enhances intercultural competency, adaptability, communication, and problem solving skills.[32] Additional studies found that study abroad

[27] However, Slippery Rock does not charge room and board to Kansai Gaidai exchange students.
[28] Slater and Hart, 2015.
[29] College Board, 2015.
[30] Studyabroad.ucmerced.edu, 2017.
[31] Preston, 2012.
[32] Trooboff, Berg, and Rayman, 2008.

graduates out-earn their peers by 17% which equates to approximately $7,000 annually.[33] Maintaining this earning advantage translates to an extra $567,500 over one's career in the US.[34]

Alignment of Mission and Goal with Pricing

RMU provides affordable and high quality education to develop students as citizens in an increasingly competitive and changing world.[35] Sustainable bilateral exchanges are a critical component of RMU's strategy to prepare students to be global leaders. The recent instability of several exchange partnerships led RMU to set a goal of receiving one exchange student from each of the five targeted university partners each year (on average over three to five years) in order to balance the number of outbound exchange students to these universities.

RMU's current pricing structure that results in annual exchange profits over $100k does not align with the "affordability" mentioned in its mission. In fact, RMU's relatively high room and board prices[36] may detract from its mission by deterring students from attending and thus limiting RMU's ability to provide a global learning experience through a highly diverse international student body. CGE staff provided anecdotal evidence that two students recently decided not to attend RMU due to financial barriers.[37]

Customer's Sensitivity to Price

According to the Association Laboratory, students' price sensitivities can be influenced by the uniqueness, prestige, and total cost of the product and students' awareness of substitutes and ability to easily make product comparisons.[38] Prospective exchange students considering RMU are likely to be sensitive to price given that:

- The Exchange experience at competitor universities (especially other American institutions) is fairly similar to that at RMU. RMU has few unique characteristics to satisfy students' stated opportunities for delight (Competitor Analysis Appendix A)
- RMU has a moderately low ranking by U.S. News and World Report (188th) and low name recognition[39]
- The total cost of the product ($11k as estimated in Appendix J) is likely a high proportion of students' income
- Awareness of substitute programs is high (for example, University of Strasbourg has 750 partners listed on its website, including 69 partners in the U.S. alone)[40]

Despite student awareness of substitute programs, the inability to easily make product comparisons reduces students' price sensitivities. There is no document or website that concisely compares all exchange options based on students' unique pain points or opportunities for delight.

[33] Studyabroad.ucmerced.edu, 2017.
[34] Ibid.
[35] Robert Morris University, 2017.
[36] Based on Competitor Analysis Appendix A
[37] Jesse Phillips during a learning partner meeting, 2017.
[38] Association Laboratory, 2017.
[39] U.S. News and World Report, 2017.
[40] University of Strasbourg, 2017.

Nonetheless, the four factors that increase price sensitivity are likely to outweigh decreased sensitivity due to a lack of easily accessible product and price comparison information.

Pricing Recommendations

RMU's room and board price of $5,370 is very similar to Slippery Rock's price of $5,055. Given that RMU's price floor is $4,240[41] and students value a semester of room and board at $5,069, it would be prudent to offer a $500 housing subsidy which would make the new room and board cost $4,870. This figure is slightly above the price floor and more in line with RMU's mission of providing an affordable education. At the same time, this new price creates value for students that previously did not exist and beats American competitors such as Slippery Rock. By beating American competitors' prices, RMU will attract more students which will contribute to its goal of receiving one student from each partner university per year.

Promotional Considerations

From this pricing analysis, we suggest highlighting a (recommended) housing subsidy for exchange students to reduce the total cost of room and board. The housing subsidy responds to our students' cost pain point, and when used at the appropriate time in the enrollment journey, it will likely lead to increased enrollments. **This subsidy should be featured during the inquiry stage on printed and digital materials. It should additionally be used to encourage students to complete actions by certain deadlines.** For example, "If you pay your deposit by X date, RMU will discount the cost of housing by $500!"

Cost

Although the marketing budget for this project is insufficient to cover the cost of housing subsidies, the pricing analysis should serve as justification for CGE to acquire and allocate funds for this tactic.

Tactic 2.4: Implement Facebook ads at the beginning of each semester to recruit students

As has been reiterated throughout this initiative, **the inquiry stage is the most essential in increasing conversion to achieve RMU's goal.** Currently, however, the only way students become aware about RMU is through their institution's study abroad website, individual research, or a study abroad advisor. Therefore, social media marketing would provide an additional opportunity for direct student outreach. Social media marketing within higher education is continuing to grow and overtake other resources to find information such as student forums.[42] In both Europe and Asia, in particular, students view social media as *essential* to higher education research.[43]

[41] $40,700 divided by an average of 9.6 inbound exchange students per year.
[42] Tucker, 2014.
[43] Ibid.

Facebook

While we recognize that there are many social media platforms that could be utilized for a social media marketing campaign, we suggest concentrating specifically on Facebook, as it is the most used social network to find information about universities.[44] Furthermore, Jessica Schrader, who serves as the social media manager for the CGE office, does not regularly use any other social media platforms than Facebook for RMU Global.

Ad Implementation

We suggest implementing the Facebook ads during the first half of every semester to recruit students for Spring 2018 and Fall 2018. Through the Facebook Ad Manager function, CGE can ensure that the ads appear on the feed of the students from each of the five target universities.

Each ad should contain:[45]

- Value propositions for engineering, business, and other majors depending on the school (for example, use a business ad for Strasbourg)
- $500 housing subsidy and application deadline
- Embedded link to Exchange student information page on RMU website
- Partner advisor information

Cost

The cost for this tactic was determined by using the Facebook ad manager to calculate actual costs to reach the five target universities. Refer to the table in the section Social Media Marketing Expenses below.

Tactic 2.5: Conduct Exit Interviews with Exchange Students

Currently, there is limited data on the exchange student experience at RMU. In order for CGE to better understand how to support exchange students on campus, students who enrolled in Spring 2018 and Fall 2018 should be interviewed by CGE staff before returning to their home institutions. These interviews would help RMU not only understand the challenges exchange students face, but also what exchange students enjoy. Additionally, the exit interviews could be used to:

- Collect data
- Obtain testimonials
- Create promotional materials such as pictures and videos
- Encourage exchange students to promote RMU on their home campus

[44] Ibid.
[45] See Appendix L for examples.

Student Testimonials

When selecting a school, students want to see strong indicators that their educational investment of time and resources will be worth it. One of the most effective ways for an institution to prove it is a worthy choice and a catalyst for success is the effective use of student testimonials.[46] Student testimonials provide rich and authentic, real-life evidence of the experience students have had at an institution.

Testimonials are particularly effective for international recruitment. Applying to college or university is a huge decision for any student but international recruitment signifies even more excitement and angst given that students likely cannot visit the host institution before enrolling.[47] Thus, these exit interviews would provide an additional source of pertinent information for students who are considering studying abroad at RMU.

Impact of Word of Mouth

The exit interview would additionally provide CGE the opportunity to encourage exchange students who have had good experiences at RMU to promote RMU at their home institution. Research has found that word of mouth is one of the most important influencing factors when choosing a university, and others are more inclined to believe information coming from a friend or family.[48] As was mentioned in previous conversations with Jesse, after these exit interviews are conducted, CGE staff could give leaving students small trinkets such as pens and pencils to pass out to friends at their home institution. This "buzz marketing" would serve as an additional way for RMU to reach students from the target universities.

Cost

The cost of this tactic would only be that of CGE labor, since video equipment can be rented for free from the RMU Media Services Department.[49]

Tactic 2.6: Redesign RMU Global Facebook Page

Tactic 2.5 ties in to tactic 2.6 by ensuring that exchange students and their experiences are reflected in engaging media and useful posts. Many prospective students follow social media links to view and read relevant content. For that reason, it is important that if an exchange student visits the RMU Global Facebook page, they can see themselves in those student experiences.

Suggested Changes

- Upload updated videos of student life activities

[46] ICEF Monitor, 2017.
[47] Quinn, 2013.
[48] Shahid, 2012.
[49] RMU Media Services, 2017.

- Add links to relevant CGE website pages; specifically, the international student page and exchange student page, in order to facilitate ability to find necessary program information
- Organize and add albums of pictures of international students' experiences at RMU
- Ensure that recent exchange students are highlighted on the social media page either through pictures or testimonials
- Change cover photo to be "attention-grabbing," student-oriented, and targeted to a broad audience of students
- Upload relevant posts targeted specifically at exchange students *at least* 3 times a month

Develop a Social Media Calendar

In addition to redesigning the RMU Global Facebook page, CGE should utilize a social media calendar highlighting when posts should be made for exchange students, how often, and what content they should have (see Appendix M). This would ensure that the RMU Global Facebook page is active and engaging for both current and prospective international students.

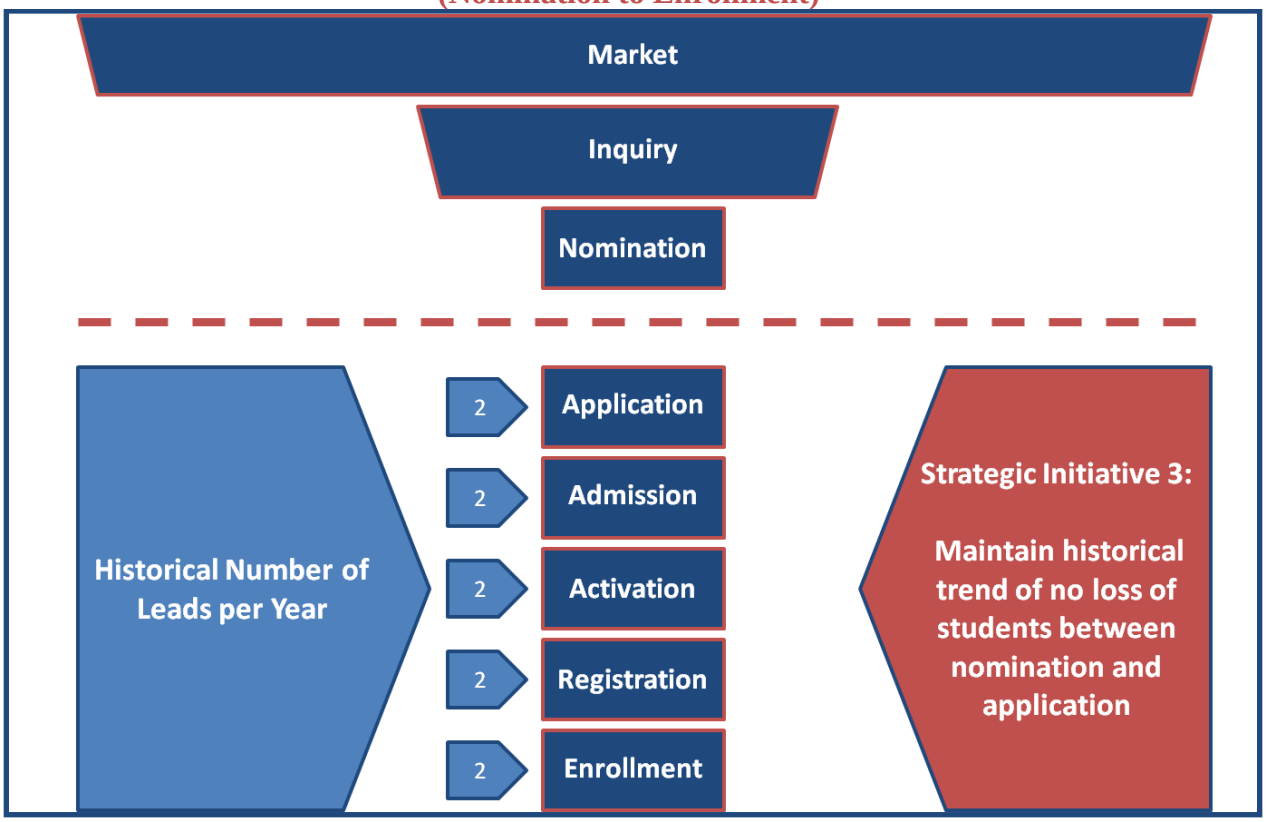
Cost

There are no costs associated with this tactic other than CGE labor.

Strategic Initiative 3: Facilitate Enrollment Journey

As shown in Figure 5, no student from the five targeted universities has failed to enroll at RMU after being nominated for an exchange. Nonetheless, CGE has indicated that students find the admissions process confusing. A few students have applied for admission and "gotten lost" in the system because there is no clear way for exchange students to identify themselves on the application. Without a separate application pathway for exchange students, CGE has been unable to track them and provide timely service. Additionally, CGE reported that several students have missed priority deadlines throughout the enrollment process. Finally, a former exchange student indicated in an interview that she had to email back-and-forth with CGE many times in order to clarify her next steps in the application process.

Figure 5: Historical Number of Leads per Year from Target Universities (Nomination to Enrollment)



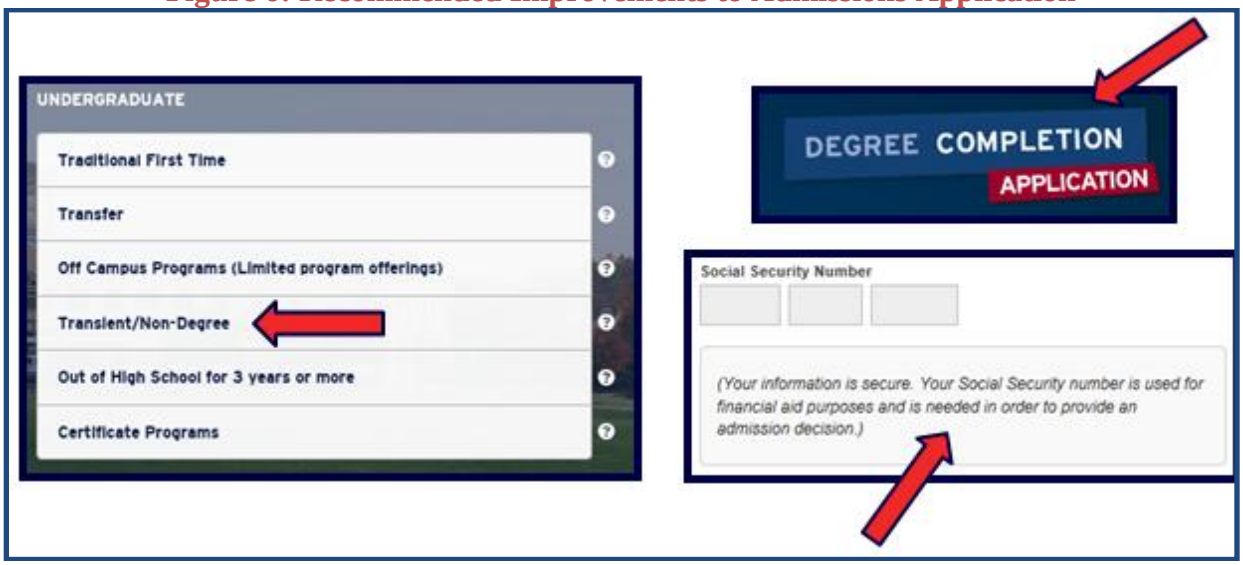
In order to improve students' experience with the application, provide clear next steps and incentives for students to complete required application and activation tasks, and allow CGE to track students more effectively, RMU should implement the following tactics:

3.1 Tailor the admissions application
3.2 Email students to guide them through the enrollment process
3.3 Use the housing subsidy to encourage timely deposits

Tactic 3.1: Tailor the Admissions Application

To facilitate students' enrollment journey during the application stage, RMU should create an admissions application tailored specifically to exchange students. As shown in Figure 6, exchange students currently select "transient/non-degree," a confusing term for international students, as their application type when applying to RMU. Instead, exchange students should have their own easily identifiable application pathway simply labeled "exchange students." Given that completing confusing or unnecessary applications are a pain point for students, this improvement will improve their experience significantly. Creating an "exchange student" application category will also allow CGE to track students as they apply, follow up to encourage timely completion of the application, and ensure a timely admissions decision is made and communicated to the student.

Figure 6: Recommended Improvements to Admissions Application



Appendix N contains a full set of recommended improvements to the application through a set of annotated screen shots of the transient/non-degree application pathway. Two major recommendations are highlighted on the right side of Figure 6. First, the "degree completion application" heading should be removed since exchange students are not degree-seeking. Second, questions such as the required Social Security Number field should be removed or edited depending on their relevance to exchange students. In the case of Social Security Number, the question could potentially be removed or edited to indicate that it is not "needed in order to provide an admission decision."

Cost

In the past, upgrades to the admissions application have been requested by CGE and implemented by Admissions and IT with no cost to CGE. Given that the electronic application software is fully-customizable in-house, the only cost for this tactic is staff labor.

Tactic 3.2: Email Students to Guide Them through the Enrollment Process

As they prepare for their sojourn to RMU, students have many questions about the application and activation (housing selection, depositing, course registration, etc.) processes. In an interview, a former exchange student mentioned that she emailed with CGE staff multiple times to request additional information before she arrived on campus. In order to provide students with important information and reduce the need for time-consuming individualized communications, CGE should send a series of six standardized emails from the time a student is nominated until just before the student arrives on campus. As a result, students will have clear next steps, understand the timeline for the enrollment process, and have unambiguous deadlines for each required action. By providing this information to students at the appropriate time, students are more likely to advance quickly through the enrollment steps. Given the clarity of the information provided in the emails, students will likely require fewer personalized emails which will save CGE staff time and effort. Templates for these six emails are located in Appendix O and summarized below.

Email Summary

1. Application Instructions
    - Send once student is nominated
    - Provide admission application instructions
    - Request documentation (transcript, passport, financial affidavit, and proof of English ability)
    - Inform students of insurance requirements
2. Acceptance
    - Send once student is accepted
    - Inform student of important dates (arrival, orientation, class start)
3. Activation
    - Send once student is enrolled in the Patriot system
    - Provide RMU student account activation instructions
    - Solicit deposit (and highlight housing subsidy)
    - Request that students select housing and meal plan
    - Inform students about visa application process
4. Registration
    - Send at the appropriate time before course registration opens
    - Request students' course preferences
    - Provide answers to frequently asked questions about courses
5. Confirmation
    - Send once the student's course selections have been approved
    - Confirm the students' course schedule
    - Introduce students to their Global Ambassador
6. Welcome
    - Send two weeks before students are scheduled to arrive on campus
    - Confirm airport pickup information
    - Confirm that student received visa

Cost

There is no additional cost to CGE to send these emails, especially given that CGE already sends a slightly smaller set of standard emails to exchange students throughout the enrollment journey. However, a few hours of staff time will be needed to make updates to the email templates on a regular basis.

Tactic 3.3: Use the Housing Subsidy to Encourage Timely Deposits

Several students have missed deadlines or completed activation processes such as depositing, housing selection, and course registration later than the preferred dates. To encourage timely deposit (or any other action as determined by CGE), CGE could use the housing subsidy detailed in Tactic 2.3. For example, promotional materials and the set of emails mentioned in Tactic 3.2 could include language such as:

"An enrollment deposit is required for all incoming students. This deposit will go towards the cost of housing, and ***RMU will discount the price of your housing an additional $500 if you pay your deposit by the [Date] deadline****."*

Not only is the housing subsidy an opportunity for delight for students who have mentioned in interviews that housing is expensive, it also allows CGE to better serve students because timely completion of activation steps will enable CGE to confirm students' housing with an American roommate (which has not always happened as requested) and place students into their preferred courses.

Cost

As previously indicated in Strategic Initiative 2, the marketing budget for this project is insufficient to cover the cost of housing subsidies. However, the pricing analysis should serve as justification for CGE to acquire and allocate funds for this tactic.

Marketing Budget

The marketing budget for this project is $1,000. The estimated total cost of the three strategic initiatives is $987.35. Given that Strategic Initiatives 1 and 3 only require internal labor costs, all costs shown in Tables 6 and 7 are associated with Strategic Initiative 2.

Marketing and Recruitment Expenses

Table 6: Marketing Budget

Item	Quantity	Total Cost	Quote Source
Promotional flyers	10 pages	$4	RMU Mail and Print Services[50]
Fact sheet that includes: exact semester dates for fall and spring, deadlines, preferred arrival dates, and costs	75 pages	$30	RMU Mail and Print Services
Brochure	150 pages	$60	RMU Mail and Print Services
Room and board information sheet	150 pages	$60	RMU Mail and Print Services
Viewbook	5 viewbooks	$0[51]	Admissions
Shipping	5 flat packs	$169.14-$233.35[52]	USPS
Social media ads[53]	Facebook ads targeting 5 institutions	$600	Facebook
Total (Upper Bound)		**$987.35**	

Social Media Marketing Details

We targeted students at the partner institutions by developing Facebook ads for students aged 18-25 who study at the institution, live within 25 miles of the city, and speak English. We will spend five dollars per institution per day that the ad runs. For the three schools with the least students

[50] RMU's printing and mailing costs are detailed here: http://busops.rmu.edu/rmu-mail-and-print-center.
[51] Viewbooks will be provided by Admissions at no cost.
[52] The price point assumes a flat pack of up to 4 lbs. The lower bound involves priority mailings for Ireland and first class for all other countries. The higher bound represents priority mailing for all countries. Unlike other countries, it is always cheaper to mail a package to Ireland at the priority flat rate over first class at maximum size. (http://pe.usps.com/text/dmm300/Notice123.htm)
[53] See Table 7.

attending RMU out of the five (Griffith, Limerick, and Strasbourg), we will double the ad spend to double the number of days the ad is displayed per semester:

Table 7: Social Media Calculation Matrix

Institution	Total Reach	Daily Reach	Days Required per Semester	Minimum Recommended Spend per Semester	Minimum Recommended Spend per Year	Extra Days	Total Cost per Semester	Total Cost per Year
Strasbourg	6,700	1,200	6	$30	$60	6	$60	$120
Griffith	2,700	1,200	3	$15	$30	3	$30	$60
Limerick	7,200	1,500	5	$25	$50	5	$50	$100
Kansai Gaidai	2,700	170	16	$80	$160	0	$80	$160
Deakin	19,000	1,200	16	$80	$160	0	$80	$160
Total Cost								**$600**

Indicators

In order to track outcomes related to the launch of these strategic initiatives, a number of indicators will be measured to see where change occurs, whether more students become aware of RMU, and ultimately whether more applications and enrollments actually occur.

Indicators can be broken into three broad categories that match different parts of the student application journey: awareness to nomination, application to admission, and activation to enrollment. Indicator metrics can be tracked each month or semester in a format similar to the exchange student enrollment data tracker in Excel that CGE already uses. This tracker can be found as Appendix P.

Awareness to Nomination Indicators

- Number of nominations: the number of nominations that RMU receives from partner advisors each semester, for students planning to attend in the upcoming semester
- Increased action on Facebook page: various metrics from the page manager admin panel including reach, post engagements, videos, page views, and page likes each month
- Number of days between application submission and acceptance email: the average number of days each semester between application submission and CGE sending the acceptance email to the student (use existing student data tracker to calculate average time)
- Page views on RMU's Exchange student web page: the number of page views on the CGE inbound exchange web page, as provided by IT or an analytics dashboard that CGE has access to, per month
- Agreement from Griffith College to renew MOU: yes or no binary response, to track progress on renewed engagement with Griffith College (not listed on tracker)

Application to Admission Indicators

- Number of exchange student applications: the number of completed exchange applications that RMU receives each semester, for students planning to attend in the upcoming semester

Activation to Enrollment Indicators

- Percent of accepted exchange students who submit each of the following on time to complete deposit, housing request, course preferences: percentage of students studying at RMU each semester that met deadlines in each individual area listed on time, for students planning to attend in the upcoming semester
- Number of housing subsidies awarded: number of housing subsidies awarded for students attending during the upcoming semester, serves as a proxy indicator for number of students completing the activation and deposit process on time
- Number of students enrolled: number of students enrolled and attending during the current semester

Promotion Plan Timeline

We recommend commencing the 15-month promotion plan (detailed in Table 8 and illustrated in Figure 7) in June 2017 with a goal of recruiting a total of five students between the Spring 2018 and Fall 2018 semesters. Some actions are time-specific based on the stages students go through in the enrollment journey, while others are more generally taken to develop and sustain partnerships.

The dates for some actions are listed as ranges. This is because some actions are taken following the completion of a previous action and are specific to each student's individual journey. For example, Email #1 (which includes application instructions) cannot be sent on one specific date to all students. Email #1 is sent individually as students are nominated during the date range specified. Conversely, the holiday card can be sent to each partner advisor on one specific day. In Figure 7, arrows represent date ranges while boxes represent discrete actions.

The timeline is broken into three main segments:

1. **Awareness to Nomination –** Actions intended to raise awareness through promotional information kits, social media, and highlighting the $500 housing subsidy.

2. **Application to Admission –** Actions intended to create a clearer and faster application process for exchange students.

3. **Activation to Enrollment –** Actions intended to secure deposit and timely submission of required documents. The $500 housing subsidy will again be highlighted as an incentive for students to meet submission deadlines.

Table 8: 15-Month Promotion Strategy Implementation Timeline

Awareness to Nomination						
When (General/Term)	**What**	**Medium**	**Who**	**How**	**Why**	**Budget**
June-July '17 (General)	Create a tailored admissions application for exchange students	EMAS	Admissions Department and IT	Construct a separate application for exchange students (see Appendix M) Ensure that the new application design is implemented by the first day of Fall '17 classes	It is not clear which pathway exchange students should select when applying for admission Some exchange students have applied before nomination and gotten "lost" in the system. Current application is unclear for exchange students and includes unnecessary questions A tailored application will allow CGE to track exchange applications digitally rather than manually	N/A[54]
June-July '17 (General)	Change social media link on Center for Global	Online	Jessica Schrader	Under the "Contact the CGE" bar on the left side of CGE's	When visiting the Center for Global Engagement's website, exchange students may	$0

[54] CGE has been able to make changes in the admissions application in the past. There is no significant cost to the university beyond time, and this has not historically been part of the CGE budget.

	Engagement web page			web page, the Robert Morris University Alumni page is linked. This should be changed to the CGE's Facebook page	want to visit CGE's social media platforms; however, they are taken to a Facebook alumni page instead Engage prospective students with student life activities organized by CGE	
June-July '17 (General)	Contact Griffith College to renew Memorandum of Understanding (see Appendix D)	Email/Skype	Jesse Phillips	Email Griffith College about renewing a MOU with RMU Construct a new Memorandum of Understanding (see Appendix E)	The current MOU with Griffith College expired in 2012 RMU should formalize its relationship with Griffith to ensure a balance of exchange students and a sustainable partnership	$0
June-July '17 (General)	Develop a social media calendar for the semester	Social Media	Jessica Schrader	Refine a social media calendar highlighting when posts should be made, how often, and what content (see Appendix M)	Ensure that the RMU Global Facebook page is active and engaging for current and prospective international students Allow students to see what international student life is like at RMU	$0
June-July '17 (General)	Redesign RMU Global Facebook page	Social Media	CGE student interns	Upload updated videos of student life activities	Social media for universities is the most efficient point of contact for potential	$0

				Add links to relevant CGE website pages; specifically, the study abroad page, international student page, and exchange student page, in order to facilitate ability to find necessary program information Organize and add albums of pictures of international students' experiences at RMU and study abroad participants' travels so that students can prioritize the photos they view Change cover photo to be "attention-grabbing," student-oriented, and targeted to a broader audience	students[55] Videos hold attention of students up to 2.7 minutes longer than web page content[56] Prospective students follow social media links to view and read relevant content In both Europe and Asia, students view social media as essential to higher education research[57] Facebook is the most used social network to find information about universities[58]	

[55] Tucker, 2014.
[56] Quinn, 2015.
[57] Tucker, 2014.
[58] Ibid.

				than Arabic speakers Ensure that recent exchange students are highlighted on social media page either through pictures or testimonials Begin posting at *least* 3 times a week on Facebook (5 is preferred; one each school day)		
August '17 (General)	Send promotional kit and primer email to partner advisors (see Appendices G and H)	Printed and Digital Materials	CGE Staff	Print off all promotional kit materials (see appendix H) Send promotion kit to partner advisors by the beginning of Fall '17 semester Send new advisor primer email with digital copies of printed materials (see appendix H)	According to partner survey responses and emails (see appendix F), course catalogs and unit descriptions, brochures, accommodation information, and semester deadlines are the most essential materials needed to advise students about RMU Research shows that students still prefer information printed on paper[59]	$323.14-387.35[60]

[59] Rosenwald, 2015.

				Highlight new housing subsidy for students Ask advisors to post promotional flyers in target departments and keep brochures and fact sheets to give to students during advising sessions	Students are price sensitive, and the highlighted housing subsidy may be incentive to request nomination	
August – October '17 (Spring 2018) January –March '18 (Fall 2018)	Implement Facebook ads during first half of every semester to recruit students for Spring 2018 and Fall 2018	Social Media	CGE Staff	Purchase Facebook ads to appear on the feed of students from targeted partner institutions Design value proposition ads for engineering, business, and other majors depending on the school (for example, use a business ad for Strasbourg) (See Appendix L) Highlight $500	Social media marketing within higher education is continuing to grow and overtake other resources that students use to find information such as student forums[61] Currently, the only way students become aware about RMU is through their institution's study abroad website, individual research, or a study abroad advisor **The inquiry stage is**	$300 per semester ($600 per year)

[60] For full breakdown of cost, please see the budget table in Appendix K. The cost varies depending on the shipping speed.
[61] Tucker, 2014.

				housing subsidy and application deadline Include embedded link to Exchange student information page Include partner advisor information	**the most essential in increasing conversion to achieve RMU's goal**. Therefore, social media marketing would provide an additional opportunity for direct student outreach	
August-October 31 '17 (Spring 2018) January-March 31 '18 (Fall 2018)	Send email #1 (application) (See Appendix O) to nominated students	Email	Jesse Phillips	Congratulate students on nomination Provide link to online application Supply step by step instructions to complete the online application Request necessary documents for application approval Inform students on insurance requirements for J-1 students	This email is the first point of contact between CGE and potential exchange students Contact is essential in building rapport and offering support to potential students	$0

Application to Admission

When	What	Medium	Who	How	Why	Budget
Late August-November 15 '17 (Spring 2018) Late January-April 15 '18 (Fall 2018)	Send email #2 (acceptance) (see Appendix O) to accepted students	Emails	Jesse Phillips	Congratulate students on acceptance into RMU exchange program Inform students on important dates to keep in mind such as arrival, orientation, and class start dates Provide students with links to recommended web pages such as RMU homepage, residence life, exchange student information page, and explore Pittsburgh page	Move students to next stage of journey and boost their excitement Keep students informed of their place in the enrollment process Provide ongoing support Establish strong lines of communication between CGE and incoming students	$0
Late August-November '17 (Spring 2018) Late January-April '18	Enter student information into university's Patriot System	Database	Admissions	Admissions transfer students from accepted status into university database system	Students may only deposit and move on to the activation stage once their account is created in Patriot	$0

(Fall 2018)						
August-November ‘17 (Spring 2018) Late January-April ‘18 (Fall 2018)	Send welcome package to accepted students	Printed Materials	CGE Staff	CGE prints and mails all welcome package materials including: -Welcome brochure -E-Billing information -Health Form -Insurance instructions -Airport Collection Form -J-1Visa application instructions -State Department brochure -Campus Map -Campus SIMS -ZipCar information -Exchange student acceptance letter -Exchange student checklist -DS-2019 -American	Students need to apply for their visa as soon as they receive an original (mailed) DS-2019 to prevent any complications or delays Welcome package provides printed materials of all the next steps a student must take before and during the activation stage	N/A[62]

[62] This packet is already being sent to students; thus, there is no additional cost to CGE to ensure students have more relevant content.

				Culture brochure -Student life flyers -Weather information		

Activation to Enrollment

When	What	Medium	Who	How	Why	Budget
September-November ‘17 (Spring 2018) February-March ‘18 (Fall 2018)	Send email #3 (activation) (see Appendix O) to accepted students	Emails	Jesse Phillips	Notify students that they need to activate their RMU accounts Encourage students to pay their enrollment deposit by the designated date to ensure their student status for the upcoming semester Inform students of the housing deadlines in order to guarantee their placement Remind students to apply for their visa as soon as possible	Establish the many important next steps students must complete before registration Incentivize students to meet deadlines through a $500 housing subsidy Ensure that students are meeting all the designated deadlines so there are no delays in their enrollment journey	$0

October-November ‘17 (Spring 2018) April-May ‘18 (Fall 2018)	Send email #4 (registration) (see Appendix O) to activated students	Emails	Jesse Phillips	Notify students of the classes being offered for the upcoming semester Advise students about the regulations for J-1 students regarding full course of study and online courses Caution students about prerequisites for certain course requirements Instruct students to send the class list back to CGE for approval	Provide pertinent information on course registration Facilitate the registration process through step-by-step guidelines	$0
October-November ‘17 (Spring 2018) April-May ‘18 (Fall 2018)	Send Email #5 (confirmation) (see Appendix O) to registered students	Emails	Jesse Phillips	Confirm course registration Connect students with RMU Global Ambassador peers	Ensure that the course information that CGE has is correct Provide additional support for incoming students through	$0

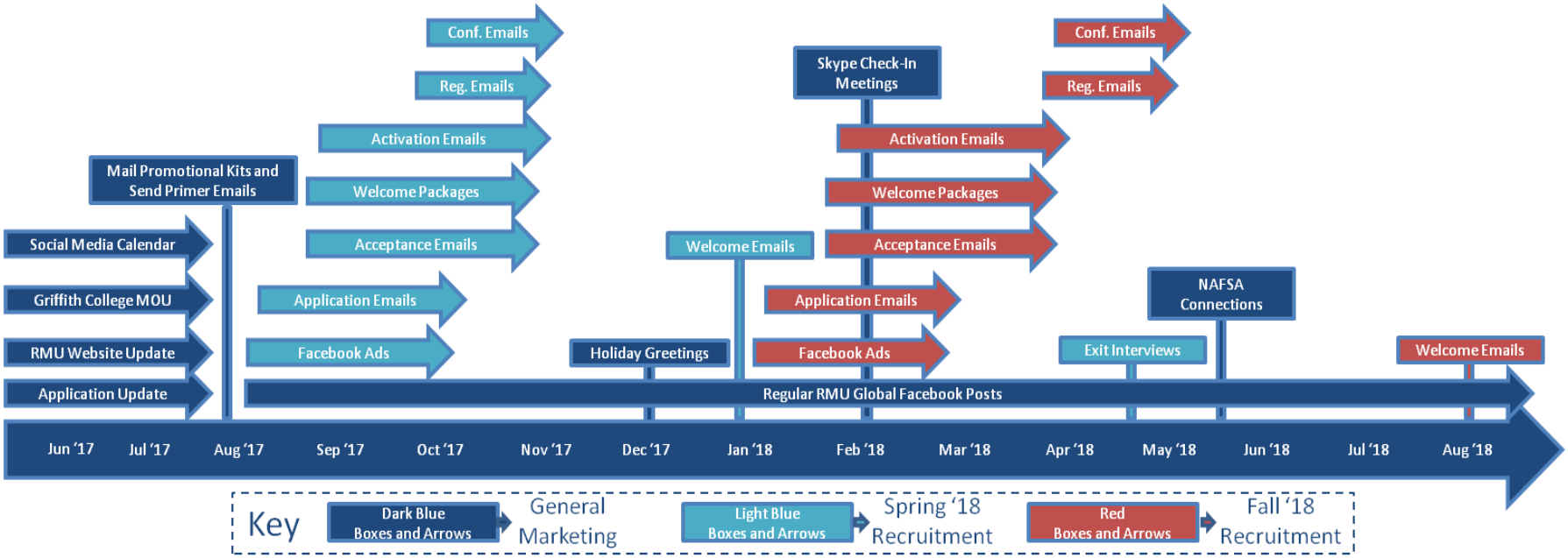
					peer mentors (as requested in former exchange student exit interviews)	
Two weeks before students arrive on campus: Late-December ‘17 (Spring 2018) Mid-August ‘18 (Fall 2018)	Send Email #6 (welcome) (see Appendix O) to enrolled students soon to arrive on campus	Emails	Jesse Phillips	Establish students have secured their visas Establish airport pickup dates and times	Affirm CGE has the correct information regarding flight information so that students are picked up in a timely manner to begin their experience Ensure that students have all necessary entry documents and provide additional support if they don’t	$0
December’17 (General)	Send Holiday Greeting to partner advisors (see Appendix C)	Emails	Jesse Phillips	Send a happy holiday email before Christmas	An amiable way to develop and maintain connections Keep RMU on partners’ radar	$0
February’18	Initiate Skype	Video	Jesse	Engage in a 15-20 minute Skype	February is within the second	$0

(General)	Check-in		Phillips	video call with partner advisors	nomination period when CGE will have a clear idea of whether they are close to their goal of one enrollment from each school or not. If not, Jesse can specifically target advisors at partners that haven't sent a student Since travel is not a feasible option, this is the next-best way to build rapport and personal connections	
April-May '18 (Spring 2018) December '18 (Fall 2018)	Conduct Exchange Student Exit Interviews	Video	CGE Staff	Conduct exit interviews with students who enrolled in Spring 2018 and Fall 2018	Use these interviews to collect data, collect testimonials, create promotional materials (pictures or videos), and ask students to share about RMU on their home campus.	$0

May '18 (General)	Attend NAFSA Annual Conference	In-person	CGE Staff	Personally, interact with partner advisors CGE staff members in attendance should be briefed on RMU's relationship with target partners and ways to engage them at the conference	Build face-to-face connections with partner advisors	N/A[63]

[63] Conference attendance comes out of the CGE's professional development budget.

Figure 7: 15-Month Promotion Strategy Timeline Graphic



Conclusion

CGE can achieve its goal of recruiting five exchange students from five partner universities over two academic terms by implementing three strategic initiatives. First, it is fundamental that CGE develop sustainable relationships with partner advisors. Second, CGE must increase the visibility of its exchange program in order to receive more nominations. Finally, CGE should improve the student enrollment experience to respond to pain points and maximize opportunities for delight. Taken together, these actions will result in tenable exchange partnerships that advance RMU's mission to provide a globally-oriented educational experience to all students.

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Appendix A: Competitor Analysis

Competitor (Partners[64])	RMU	**Erasmus** University of Pforzheim (Deakin,[65] Strasbourg)	**Erasmus** Nottingham Trent (Deakin,[66] Limerick, Strasbourg)	**USA** DePaul (Kansai Gaidai, Strasbourg)	**USA** Slippery Rock (Kansai Gaidai, Limerick)	**USA** Winthrop (Deakin, Kansai Gaidai)	**Canada** MUN (Deakin, Kansai Gaidai, Limerick, Strasbourg)	**Don't Study Abroad** Limerick
Measure								
Business Program	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Engineering Program	Yes	Yes	Yes	No	Yes	No	Yes	Yes
English Program	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
Business Accreditations	AACSB	AACSB	AACSB, EPAS	AACSB	ACBSP	AACSB	AACSB	AMBA, EPAS
Engineering Accreditations	ABET	ASIIN	Engineering Council	No	ABET	No	CEAB	No
Undergraduate Student Population	4K	6K	23K	16K	8K	5K	12K	14K

[64] Griffith College is not listed because Griffith does not have a public listing of its partner universities.
[65] While Deakin students are not eligible for Erasmus, they are eligible for DAAD scholarships towards living expenses for short-term study abroad.
[66] Deakin students can study at Nottingham Trent University but are not eligible for funding.

Competitor (Partners[64])	RMU	Erasmus University of Pforzheim (Deakin,[65] Strasbourg)	Erasmus Nottingham Trent (Deakin,[66] Limerick, Strasbourg)	USA DePaul (Kansai Gaidai, Strasbourg)	USA Slippery Rock (Kansai Gaidai, Limerick)	USA Winthrop (Deakin, Kansai Gaidai)	Canada MUN (Deakin, Kansai Gaidai, Limerick, Strasbourg)	Don't Study Abroad Limerick
Measure								
Undergraduate Student to Faculty Ratio	15:1	33:1	17:1[67]	16:1	22:1	14:1	16:1	27:1
Innovative Business Facilities	Massey Center for Business Innovation and Development	No	The Hive Centre for Entrepreneurship and Enterprise	New State of the Art Trading Classroom	No	Small Business Development Center	Genesis Center	No
Innovative Engineering Facilities	The Learning Factory	Institute of Applied Research	Civil Engineering Laboratories	No	No	No	Fluids/ Thermal Fluids Laboratory, Materials Characterization Research Laboratory	Bernal Institute for Advanced Materials, Manufacturing and Process Engineering, and Fluid Dynamics, Materials and Surface Science Institute

[67] Student-to-staff ratio, not student to faculty which would be considerably higher.

Competitor (Partners[64])	RMU	Erasmus University of Pforzheim (Deakin,[65] Strasbourg)	Erasmus Nottingham Trent (Deakin,[66] Limerick, Strasbourg)	USA DePaul (Kansai Gaidai, Strasbourg)	USA Slippery Rock (Kansai Gaidai, Limerick)	USA Winthrop (Deakin, Kansai Gaidai)	Canada MUN (Deakin, Kansai Gaidai, Limerick, Strasbourg)	Don't Study Abroad Limerick
Measure								
Offer Excursions to Exchange Students	Yes	Yes	Yes	Yes	Yes	No	No	N/A
International Advising Hours per Week	40	14	By Appointment Only	40	43	43	35	N/A
International Office Staff	6	5	9	8	9	5	8	N/A
Buddy Program for Exchange Students	Yes	Yes	Summer Only	Yes	Yes	No	Yes	N/A
International House or Global Living Community	Yes	No	No	No	No	No	No	No
Number of Clubs	195	15	80	363	156	160	85	73

Competitor (Partners[64])	RMU	Erasmus University of Pforzheim (Deakin,[65] Strasbourg)	Erasmus Nottingham Trent (Deakin,[66] Limerick, Strasbourg)	USA DePaul (Kansai Gaidai, Strasbourg)	USA Slippery Rock (Kansai Gaidai, Limerick)	USA Winthrop (Deakin, Kansai Gaidai)	Canada MUN (Deakin, Kansai Gaidai, Limerick, Strasbourg)	Don't Study Abroad Limerick
Measure								
Competitive Sports	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
City's Population	Moon 26K	Pforzheim 116K	Nottingham 319K	Chicago 2.7M	Slippery Rock 4K	Rock Hill 69K	St. John's 197K	Limerick 195K
City of 100K within 30 miles?	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
Cities with 1M+ within 6-Hour Drive	New York, Philadelphia	Berlin, Hamburg, Munich, Prague	London	Chicago	New York, Philadelphia	No	No	No
Cost of Room and Board per Semester (USD)	$5K - $8K	$1K - 2K (Room Only)	$2K - 5K (Room Only)	$4K - $8K	$2K - $6K	$2K - $5K	$3K - $4K	$2K - $4K (Room Only)
Cost of Living Index (Excluding Rent, NYC = 100)	82 (Pittsburgh)	64 (Karlsruhe)	71	83	82 (Pittsburgh)	76 (Charlotte)	81	86

Appendix B: Partner Advisor Communications Tracker

(See attached Excel file.)

Appendix C: Holiday Greeting Card[68]



[68] The advisor's name will be changed on each greeting card using the Canva file.

Appendix D: Griffith MOU Email[69]

Email: Renewal of Student Exchange Agreement at Griffith College

Subject: Student Exchange Agreement Renewal
Attachments: Memorandum of Understanding

Dear Tressa**,**

I hope this email finds you well. The Center for Global Engagement at Robert Morris University holds the former student exchange agreement our institutions shared with high esteem. While our previous MOU expired in 2012, I thank you for having accepted RMU students at Griffith College during the past few years. Our students value the educational experience Griffith College provides, and we would like to be able to afford Griffith College students an equally beneficial experience at Robert Morris University.

For this reason, I want to extend an invitation for our institutions to engage in another Student Exchange Agreement. I would be happy to speak with you in a video call about the implications of renewing a partnership between our institutions. Attached, I have drafted a new MOU for you to consider. I look forward to hearing from you soon.

Warm regards,
%%CGE STAFF MEMBER%%

[69] Items marked with %% before and after the word (such as %%PARTNER UNIVERSITY%%) denote that CGE needs to edit this part of the email/document to customize based on the circumstances of the document.

Appendix E: Griffith MOU

Student Exchange Agreement
Memorandum of Understanding (MOU)
between
Robert Morris University
and
Griffith College

This Student Exchange Agreement sets the terms and understanding between Robert Morris University and Griffith College in order to facilitate student exchange programs enabling students at each institution to take certain courses at the other institution. This exchange will further the educational purposes and mission and create greater educational opportunities for students of each institution.

I. OVERALL OBJECTIVES

To continue to promote understanding and goodwill, to strengthen cultural ties, to promote research and development, and to broaden student experience and horizons, Robert Morris University and Griffith College agree to pursue the following student exchange activities:

II. STUDENT EXCHANGE

A. Principles

1. Student exchange will be on a one-to-one basis, insofar as possible. The number of students will not necessarily balance in any given year but should approximately equal over a five-year period. The circumstances of the student's stay (semester or year program) should also be considered in the balance and equal in the accounting.

2. Participation in the exchange does not guarantee later admission as a regular student at the host institution nor does it establish residence. A student wishing to pursue a degree at the host institution must contact the admission office and follow the regular application procedures.

B. Duration

1. Student exchanges shall normally be for an academic year or semester.

C. Selection of Student Exchange Program Participants

In order for students to participate in the exchange, they must be nominated by the host institution.
The following guidelines apply to all exchange students:

1. Participating exchange students shall undertake an academic program at the host institution, developed in consultation between the home institution and the host institution, as full time, non-degree status students at an undergraduate level. The host institution reserves the right to exclude exchange students from restricted enrolment programs.

2. Participating exchange students must have completed at least one year of tertiary studies prior to commencing studies at the host institution.

3. The host institution may impose language requirements and/or other acceptance requirements.

4. Any academic credit earned at the host institution may be transferred back to the home institution in accordance with procedures determined by the latter.

5. Upon completion of the year or semester at the host institution, all exchange students must return to the home institution unless an extension of stay has been approved by both parties.

D. Registration

1. Exchange students shall not be charged for application, tuition, or other fees at the host institution. However, they will be required to pay the normal fees of the home institution.

2. Students will receive all application and registration information from the host institution with instructions to proceed through normal registration procedures of that institution, abiding by the established deadlines.

3. Exchange students shall be accorded the same rights and privileges of regular students at the host institution, except that they shall not be permitted to matriculate for academic degrees.

4. Records will be established for exchange students as if they were regularly matriculated students of the host institution. An official transcript of course work and grades will be sent to the home institution exchange coordinator's office 30 to 90 days of students' completion of the exchange programs.

E. Student Obligations

1. Exchange students are responsible for providing for their own international transportation.

2. Exchange students are responsible for their own financial support, and the host institution bears no responsibility for providing funds to an exchange student for any purpose. Proof of support during the student's stay in the host country may be required by immigration authorities.

3. Exchange students are responsible for securing their own housing accommodations. Students interested in living in university housing will be provided assistance and information, to the extent possible, regarding university accommodations.

4. Exchange students shall be responsible for contracting for their own health insurance in accordance with the policy of the host institution and immigration regulations. All exchange students are required to have health insurance valid in the host country.

III. REVISION OR TERMINATION

This agreement is subject to revision by mutual consent. An evaluation of this exchange program will be conducted within five years of the signature date on this agreement. Its revision or cancellation may be effected by written notice of either party. Any students already accepted or attending shall be accommodated until the completion of their agreed upon program. Unless revised or terminated after the evaluation, this agreement shall remain in effect under these same conditions for renewal thereafter every five years.

The parties hereto have executed this Agreement by their duly authorized representatives effective as of _____

ROBERT MORRIS UNIVERSITY:

By: _____
Name/Title: _____
Date: _____

GRIFFITH COLLEGE:

By: _____
Name/Title: _____
Date: _____

Appendix F: Partner Survey Responses

What information or resources would assist you in advising students about Robert Morris University's programs?
Course catalogs and unit descriptions would really help with students.
Videos, pictures, student ambassadors, and buddy system.
Brochures on campus, course listings, and accommodation information.
We have all information we need.

Appendix G: Advisor Primer Email

Subject: Robert Morris University: Nominations and Housing Subsidy
Attachments: Promotional Flyers, Fact Sheet, Brochure, Room and Board Info, Viewbook

Dear %%ADVISOR NAME%%,

I hope you are well, and I hope you received the package of promotional materials that I sent.

We would like to host a student from %%PARTNER UNIVERSITY%% at Robert Morris University (RMU) in %%TERM%%. To assist you in advising students, I have attached electronic versions of the documents included in the package. I've also included important information and deadlines below. If any other information would be helpful, please do not hesitate to contact me.

Global Village and Housing Subsidy

- One of RMU's most unique features is our Global Village housing option that allows exchange students to live with an American roommate and participate in intercultural events hosted in the dormitory.
- To reduce the cost of attendance and strengthen our exchange partnership, accepted students from %%PARTNER UNIVERSITY%% who pay their deposit on time will receive a **new $500 housing subsidy** toward the housing option of their choice.

Unique Course Offerings

- RMU offers specialized courses in business, engineering, and dozens of other disciplines. For a complete listing of courses organized by academic area, please click here.

Nomination and Application Deadlines

- Nomination deadline for %%TERM%% start: %%NOMINATION DEADLINE%%
- Student application deadline for %%TERM%% start: %%APPLICATION DEADLINE%%
- Preferred student arrival date for %%TERM%% start: %%ARRIVAL DATE%%

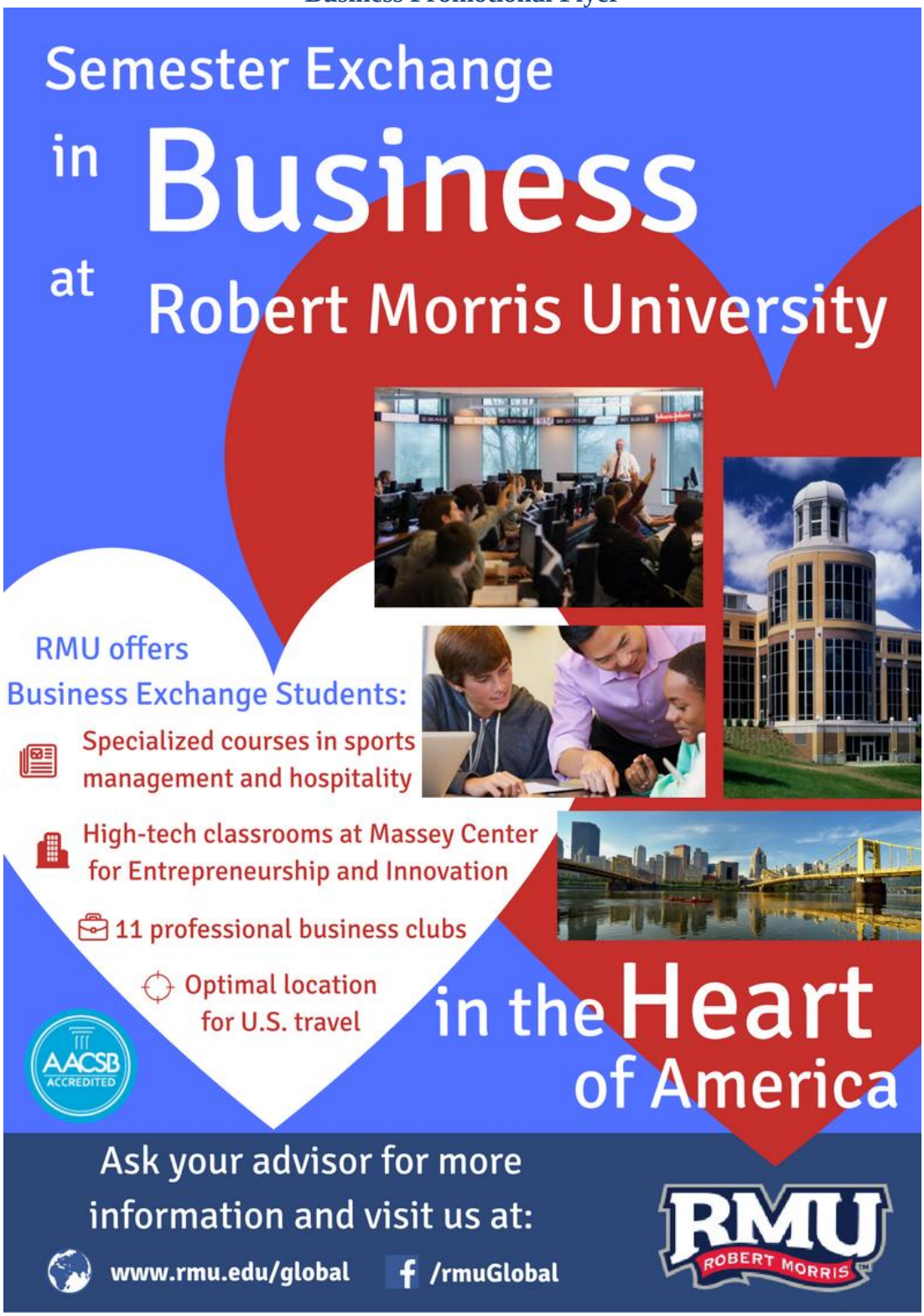
We very much value our exchange partnership with %%PARTNER UNIVERSITY%%. Your students bring unique ideas and diverse perspectives that are highly valued on our campus. Therefore, we hope to welcome one of your students to Robert Morris University soon.

Would you please confirm receipt of this email and the package that I sent in the post?

Thank you very much.
Best,
%%RO/ARO NAME%%

Appendix H: Promotion Kit Contents

Business Promotional Flyer



Engineering Promotional Flyer



English/American Studies Promotional Flyer



RMU offers exchange students:

Over 100 student clubs and Division I sports

Optimal location for travel in the US

Integrated housing with American students

An inclusive, safe campus

Ask your advisor for more information and visit us at:

www.rmu.edu/global /rmuGlobal



Fact Sheet

Robert Morris University
Important Dates

The following important dates and deadlines apply to students enrolling in:

January 2018

Event	Date
Nomination Deadline	Month, ##, 2017
Application Deadline	Month, ##, 2017
Deposit Deadline*	Month, ##, 2017
Housing and Meal Plan Selection Deadline	Month, ##, 2017
Course Selection Deadline	Month, ##, 2017
Arrival Date and Full Payment Due	January, ##, 2018
Mandatory Orientation Dates	January, ##, 2018
Classes Begin	January, ##, 2018
Classes End	Month, ##, 2018

Note: Students who pay their deposit by the deadline stated in the table above will receive a $500 housing discount.

Brochure

Front



Back

Programs of Study

- Accounting
- Actuarial Science
- Advertising
- Applied Mathematics
- Biology
- Biology Pre-Med
- Biology–Teacher Certification
- Business
- Business, Computer and Information Technology–Teacher Certification
- Communication
- Computer Information Systems
- Corporate Communication
- Criminal Justice
- Cyber Forensics and Information Security
- Data Analytics
- Economics
- Education
  - Early Childhood (PreK–4)
  - Middle Level (4–8)
  - Secondary (7–12)
  - Special Education (in combination with Early Childhood Education)
- Engineering
  - Biomedical Engineering
  - Industrial Engineering
  - Mechanical Engineering
  - Software Engineering
- English
- English–Teacher Certification
- Environmental Science
- Finance
- Financial Mathematics
- Graphic Design
- History
- Hospitality and Tourism Management
- Information Sciences
- Intelligence Systems
- Interaction Design
- Journalism
- Management
- Manufacturing Engineering
- Marketing
- Mathematics– Teacher Certification
- Media Arts
- Nuclear Medicine Technology
- Nursing
- Organizational Leadership
- Photography
- Political Science
- Pre-Law
- Pre-Medicine
- Professional Communications and Information Systems
- Psychology
  - Clinical
  - General
  - Sport Psychology
- Public Relations
- Secondary Education (7 - 12)
- Social Science
- Social Science– Social Studies Teacher Certification
- Sociology
- Software Development
- Special Education (in combination with Early Childhood Education)
- Sports Communications
- Sport Management
- Sport Psychology
- Theatre
- Television/Video Production

Accreditations

AACSB ACCREDITED

Accredited ABET Engineering Accreditation Commission

Specialized Courses

Business

Hospitality
Hotel Management
Sports Management
Tourism

Engineering

Biomedical
Industrial
Mechanical
Software

Housing and Meal Plans Information Sheet

Housing

Robert Morris University offers a variety of housing options to exchange students ranging from apartments to traditional double occupancy dormitories in our Global Village living and learning community. Exchange students are highly recommended to live in the Global Village located in Yorktown Hall. Housing options, costs, and amenities are listed below.



Yorktown Hall, Home of the Global Village

Room Type	Cost per Semester
Traditional Double Occupancy	$3,110
Global Village Double Occupancy	$3,940
Private Occupancy	$4,495
Apartments	$4,750

Amenities in all dormitories: cable television, computer connections, emergency telephones, laundry facilities, shared microwaves and refrigerators, and security keys

Global Village

Located in Yorktown Hall, Global Village is a residential community comprised of American and international students. Residents benefit from having and American roommate and can participate in conversation exchange, international film nights, culture workshops, and global news discussions.



Students Dining at the Cafe in Yorktown Hall

Meal Plans

All exchange students are required to purchase a meal plan because the dormitories are not equipped with kitchens suitable for meal preparation. Since food is purchased “a la carte,” the number of meals covered per week is an approximation. Meal plan options are listed below.

Plan Name	Approximate Meals per Week	Cost
Liberty Plan	11	$2,025
Jefferson Plan	13	$2,260
Patriot Plan	15	$2,480
Revolutionary Plan	21	$3,340

More Information

To find out how you can study at Robert Morris University, contact your study abroad advisor. For questions regarding housing and meal plans, contact Jesse Phillips at phillipsj@rmu.edu.

Appendix I: Competitor Price Matrix

Competitor Price Matrix			
Limerick Student Costs of Attendance			
School	**Tuition/Academic Fees per semester**	**Room/Board per semester**	**University Costs Paid by Student**
RMU	$1,601[70]	$5,370	$6,971
Nottingham Trent	$1,601	$2,426 (no food)[71]	$2,586[72]
Slippery Rock[73]	$1,691	$5,055[74]	$6,746
MUN	$1,601	$3,242[75]	$4,843
Limerick (No Go)	$1,601	$2,168 (no food)[76]	$3,769
Strasbourg Student Costs of Attendance			
School	**Tuition/Academic Fees per semester**	**Room/Board per semester**	**University Costs Paid by Student**
RMU	$98[77]	$5,370	$5,468
Pforzheim	$98	$1,057 (no food)[78]	Owed $19[79]
Nottingham Trent	$98	$2,426 (no food)	$1,083[80]
MUN	$98	$3,242	$3,340

[70] http://www3.ul.ie/courses/fees.shtml
[71] https://www.ntu.ac.uk/university-life-and-nottingham/accommodation/find-ntu-accommodation
[72] This is based on adding an Erasmus grant of 270 Euros per month over 5 months. (http://www.ul.ie/international/sites/default/files/user_media/uploads/Grant%20amounts%2016-17_0.pdf)
[73] Slippery Rock charges an extra $90 on top of home institution tuition.
[74] http://www.sru.edu/admissions/international-admissions/international-costs-and-scholarships
[75] http://www.mun.ca/undergrad/campus/housing.php
[76] http://www.studentliving.ul.ie/index.jsp?p=116&n=124
[77] http://www.en.unistra.fr/index.php?id=22277
[78] https://www.hs-pforzheim.de/en/international/studying_in_pforzheim/general_information/housing/
[79] This is based on adding an Erasmus grant of 220 Euros per month over 5 months. (http://www.ul.ie/international/sites/default/files/user_media/uploads/Grant%20amounts%2016-17_0.pdf)
[80] This is based on adding an Erasmus grant of 270 Euros per month over 5 months. (http://www.ul.ie/international/sites/default/files/user_media/uploads/Grant%20amounts%2016-17_0.pdf)

Strasbourg (No Go)	$98	$875 (no food)[81]	$973
Kansai Gaidai Student Costs of Attendance			
School	**Tuition/Academic Fees per semester**	**Room/Board per semester**	**University Costs Paid by Student**
RMU	$4,398[82]	$5,370	$9,768
Slippery Rock	$4,488	$0[83]	$4,488
MUN	$4,398	$3,242	$7,640
Kansai Gaidai (No Go)	$4,398	$1,811 (no food)[84]	$6,209
Griffith College Student Costs of Attendance - Business and Engineering			
School	**Tuition/Academic Fees per semester**	**Room/Board per semester**	**University Costs Paid by Student**
RMU	$2,855[85,86]	$5,370	$8,225
Griffith College (No Go)	$2,855	$3,203 (no food)[87]	$6,058
Deakin University - Engineering Majors Cost of Attendance			
School	**Tuition/Academic Fees per semester**	**Room/Board per semester**	**University Costs Paid by Student**
RMU	$11,649[88]	$5,370	$17,019
Pforzheim	$11,649	$1,057 (no food)	$12,706

[81] http://www.en.unistra.fr/index.php?id=22307
[82] http://www.kansaigaidai.ac.jp/en/campuslife/tuition/detail/
[83] http://www.sru.edu/admissions/international-admissions/international-costs-and-scholarships
[84] http://www.kansaigaidai.ac.jp/asp/pre_arrival/04_housing/02/02.html
[85] https://www.griffith.ie/faculties/business/courses/ba-business
[86] https://www.griffith.ie/faculties/engineering/courses/bachelor-engineering-industrial-engineering
[87] http://www.ghr.ie/students-and-pricing/gcd-students/
[88] http://www.deakin.edu.au/students/enrolment-fees-and-money/fees/domestic-commenced-2017-fees

Nottingham Trent	$11,649	$2,426 (no food)	$14,075
MUN	$11,649	$3,242	$14,891
Deakin University (No Go)	$11,649	$7,985 (no food)[89]	$19,634
Deakin University - Commerce (Business) Majors Cost of Attendance			
School	**Tuition/Academic Fees per semester**	**Room/Board per semester**	**University Costs Paid by Student**
RMU	$8,638[90]	$5,370	$14,008
Pforzheim	$8,638	$1,057 (no food)	$9,695
Nottingham Trent	$8,638	$2,426 (no food)	$11,064
MUN	$8,638	$3,242	$11,880
Deakin University (No Go)	$8,638	$7,985 (no food)	$16,623

[89] http://www.deakin.edu.au/locations/melbourne-burwood-campus/accommodation/life-on-campus/how-to-apply-for-accommodation
[90] http://www.deakin.edu.au/students/enrolment-fees-and-money/fees/domestic-commenced-2017-fees

Appendix J: Estimated Total Cost of Attendance, One Semester Exchange

Average Total Cost of Attendance for One Semester Exchange at RMU			
Room and Board	Low ($)	High ($)	Average ($)
Room	2,548	4,750	3,649
Board	2,260	3,340	2,800
Airfare	Low	High	Average
Airfare	800	1,800	1,300
Books and Supplies			Actual
Books and Supplies			600
Personal Expenses			Estimate
(Based on Estimates in Appendix D)			750
Visa and SEVIS Fees	Low	High	Average
J Visa			160
SEVIS Fee			180
Transportation to Consulate or Embassy in Home Country	10	25	18
Insurance			Actual
Insurance			1,192
Average Total Cost			**10,649**

Appendix K: Examples of Personal Expenses for Exchange Students

Examples of Personal Expenses For Domestic Stay	
Item	**Cost in US Dollars**
Pair of Jeans	41
Movie Ticket	10
Phone (T-Mobile Prepaid)	45-100
Winter Coat (Macy's)	100-200
Penguins Sports Ticket	50-263
Steelers Sports Ticket	72-366
Pirates Sports Ticket	19-60
RMU Sports Ticket	0
Inexpensive Restaurant	14
Mid-range Restaurant	25
Domestic Beer	3.50
Cappuccino	3.85
Taxi (1 mile)	4.80
Bus to NYC (round trip)	69
Bus to Washington D.C. (round trip)	39
Uber to Pittsburgh (round trip)	46-62

Appendix L: Facebook Ads

Business Student Targeting (Example for Strasbourg):



Engineering Student Targeting (Example for Limerick):



Example for American Culture Target (Example for Kansai Gaidai):[91]



[91] The image used here was based on photos currently available from RMU. Higher image resolution will improve the background of the ad.

Appendix M: Social Media Calendar

RMU's CGE currently operates the RMU Global Facebook account. This Facebook account intends to address all CGE stakeholders, including study abroad and international students. We recommend improvements to add more content specifically related to J-1 exchange students intermixed throughout the normal postings on the RMU Global account. The following suggestions should be integrated with already existing RMU Global content updates three times a month:

August '17	September '17	October '17	November '17
			
Post about getting ready to go to RMU Post about upcoming NFL and RMU football season Interested in participating in exchange – steps toward nomination	Welcome to RMU post How to take advantage of living in Global Village Post about Global Ambassadors: how they can help exchange students	Post about Halloween and show how it is celebrated at RMU Visiting other cities – information about Megabus, trip times, prices How to get to Pittsburgh	Post about Thanksgiving and the American traditions associated with the holiday Remind students about 30 day post-study grace period Winter clothing
December '17	**January '18**	**February '18**	**March '18**
			
Post about December holidays Remind students about 30 day post-study grace period Get ready to go to RMU	Welcome to RMU post How to take advantage of living in Global Village Post about Global Ambassadors: how they can help exchange students	Visiting other cities – information about Megabus, trip times, prices How to get to Pittsburgh Things to do in Pittsburgh	Post about upcoming MLB baseball season Post about NHL season ending (if relevant) and the fun of March Madness Post about getting ready for spring – what happens on

			campus at end of semester
April ‘18	May ‘18	June ‘18	July ‘18
 Remind students about 30 day post-study grace period Post about Robin Hill Park Things to do in New York	 Remind students about 30 day post-study grace period Things to do in Washington DC Post about Memorial Day and its significance in the U.S.	 Things to do in Philadelphia Post about museums in Pittsburgh 3 Rivers Arts Festival	 Picklesburgh – connection to Heinz Company Independence Day post Reminder baseball season still in session

Appendix N: Suggested Application Changes

(See attached PDF.)

Appendix O: Student Emails

Email #1: Application Instructions

Subject: Congratulations and Application Instructions
Attachments: Financial Affidavit

Dear %%STUDENT NAME%%,

Congratulations on your nomination to be an exchange student at Robert Morris University! Your next steps are to complete an online application and send me several documents. Please read and respond to the detailed instructions below.

Online Application Instructions

1. **Click this link**: https://sentry.rmu.edu/OnTheMove/wpf_adm.startup
2. On the first page, select: "**Transient/Non-Degree**."
3. On the next page, select "**Yes**" to indicate that you are an international student.
4. **Complete the application** to the best of your ability. If you have any questions, please contact me.
5. **Important:** Once you have completed the application, please send me a confirmation email to **%%RO/ARO EMAIL%%**.

Send the Following Documents via Email to %%RO/ARO EMAIL%%

1. Copy of your **transcript** from your university
2. Copy of your **passport** page that includes your name and picture
3. Completed **financial affidavit** (see attached)
4. Evidence of **English competency** (see below)

Evidence of English Competency

Send **one** of the following:

- A recognized English language test (IELTS, TOEFL, etc.) result
- Signed documentation from an academic institution (such as your university) or an English language school stating your level of English competency or demonstrating that you successfully completed a university-level course in English

Alternatively, you may demonstrate your English competency through an oral interview with Robert Morris University staff via phone or Skype. You may request an interview by emailing **%%RO/ARO EMAIL%%**.

Insurance Requirements

Although you are not required to submit insurance documentation to Robert Morris University, please note that your insurance must meet the following minimum standards to in order to obtain and maintain your legal status in the United States.

- Medical Benefits: $100,000 coverage
- Repatriation of Remains: $25,000 coverage
- Medical Evacuation: $50,000 coverage
- Deductible per accident/illness: $500 limit

Next Steps

After you complete the online application and provide the required documentation listed above, your application will be evaluated. If your materials meet Robert Morris University's standards, I will issue you an acceptance letter and follow up with additional instructions.

Please let me know if you have any questions or need additional clarification.

Best,

%%RO/ARO NAME%%

Email #2: Acceptance

Subject: Congratulations!

Dear %%STUDENT NAME%%**,**

Congratulations, you have been accepted to Robert Morris University as an exchange student, and we look forward to welcoming you to campus in %%TERM%%!

Shortly, you will receive another email from me with instructions to activate your RMU account online. In addition to giving you an email address that we will use to communicate with you, this account will also allow you to securely pay your deposit and select your housing and meal plan. Once your online account is activated, I will send an important immigration document (DS-2019) and welcome folder to you in the mail.

In the meantime, I recommend reviewing the important dates and web pages below.

Important Dates

- Exchange Students Arrive: %%ARRIVAL DATE%%
- Mandatory International Student Orientation: %%ORIENTATION DATES%%
- Classes begin: %%CLASS START DATE%%

Recommended Web Pages

RMU's Home Page: http://rmu.edu/

Global Village Housing: http://rmu.edu/globalengagement/GlobalCampus/GlobalVillage

Exchange Student Information: http://rmu.edu/globalengagement/Exchange/ExchangeStudents

Explore Pittsburgh: https://www.visitpittsburgh.com/

Please don't hesitate to email me with any questions. I will follow up with your account information soon.

Best,

%%RO/ARO NAME%%

Email #3: Activation

Subject: Important Next Steps
Attachments: Room and Board Info

Dear %%STUDENT NAME%%,

Welcome to the Robert Morris community! I have mailed a welcome packet to you including the DS-2019 form, which you will use to seek your U.S. visa.

Below, I've listed **four important next steps** that you must complete as soon as possible. As an incentive to complete these actions as soon as possible, you will receive a $500 housing discount if you submit your deposit by the %%DEPOSIT DEADLINE%% deadline.

1. Activate Your RMU Account

Please activate your RMU account and begin checking your RMU e-mail account **every day**. From today forward, our office will communicate with you solely through this e-mail address.

First, click here: Please click on this link to access the account activation page.

Second, click "New User? Activate your account!" and provide the requested information. Use the following information to as needed.

Student:

RMU Email Address:

Freedom Card Number:

Student ID Number:

Birth date: Be sure to use the MM/DD/YYYY format.

Last 4 Digits of Your Social Security Number: Since you do not have a Social Security Number, use the last four digits of your Student ID Number.

2. Pay Your Enrollment Deposit

An **enrollment deposit is required** for all incoming students. This deposit will go towards the cost of housing, and RMU will discount the price of your housing an additional $500 if you pay your deposit by the %%DEPOSIT DEADLINE%% deadline.

First, log into your RMU account.

Second, select "Registration Deposit - First Time Students." and follow the instructions to make the initial deposit.

Note: If you have trouble submitting your deposit online, please contact Student Financial Services at +1-412-397-6260 to submit the deposit by phone.

Last, **send me an email** at **%%RO/ARO EMAIL%%** once you've paid your deposit.

3. Reserve Your Housing and Select a Meal Plan

If you plan to live on campus (highly recommended), please secure your housing as soon as possible. There is a high demand for campus housing, and it is difficult to find apartments close to campus. Please submit your housing application by **%%HOUSING APPLICATION DEADLINE%%** to guarantee placement. It can take up to one week after your pay your deposit before you can reserve housing via the online system. Please note: **All exchange students living on campus are highly recommended to live in the Global Village, which is located in Yorktown Hall. Otherwise, we cannot guarantee a particular building and plan.**

4. Complete Forms in Welcome Packet and Obtain Visa

Once you receive your welcome packet in the mail, please complete the forms and return them via email to **%%RO/ARO EMAIL%%**. Use the DS-2019 to apply for a visa as soon as possible. Additional information regarding the visa application process is included in the welcome packet.

Summary

It is critical that you do the following as soon as possible:

1. Activate your RMU account and begin checking your RMU email daily
2. Pay your deposit by the deadline to receive a $500 discount
3. Reserve your housing, ideally in the Global Village (Yorktown Hall)
4. Complete forms in the welcome packet and apply for your visa

As a reminder, you must arrive on campus no later than **%%FINAL ARRIVAL DATE%%** in order to begin the required orientation from %%ORIENTATION START DATE%% to %%ORIENTATION END DATE%%. Visit our academic calendar for other important semester dates.

As always, don't hesitate to contact me with any questions or concerns. I look forward to meeting you soon.

Best,

%%RO/ARO NAME%%

Email #4: Registration

Subject: Course Registration

Dear %%STUDENT NAME%%,

Class registration will begin soon. Please select the courses that you would like to take at RMU and email me your selections no later than %%COURSE SELECTION DEADLINE%%. Below, please see answers to common questions about registration.

Where can I find classes being offered?

Please go to this link: http://rmu.edu/OnTheMove/findoutmore.about_rmu?ipage=700

1. Select %%TERM%% Term
2. Select Moon Township Campus
3. Select only Traditional Undergraduate
4. Type your subject into the search bar

How many credits must I take?

Exchange students must take at least 12 credits. Classes at RMU are usually worth 3 credits, so you must take at least 4 classes.

What are Prerequisites?

Prerequisites are the requirements that you must have met to take a course. For example, if you want to take MATH 3020, you must demonstrate that you have already taken MATH 2020 or the equivalent at your university. Please do not ask to take a class that you are not qualified for.

May I take an online course?

Exchange students may take one online course with permission of their home institution.

Where should I send my class list?

Once you select your classes, please send the list to me in an email at **%%RO/ARO EMAIL%%**. I will then work with various departments to get your schedule approved.

Please send your list of selected classes to me no later than %%COURSE SELECTION DEADLINE%%.

Please let me know if you have any questions.

Best,

%%RO/ARO NAME%%

Email #5: Confirmation

Subject: Course Confirmation and Arrival Information

Dear %%STUDENT NAME%%,

Thank you for completing all of the steps to secure your enrollment at RMU. I am pleased to confirm that you are registered for the following courses:

Course Registration

%%COURSE 1 TITLE%%, %%NUMBER OF CREDITS%% Credits
%%COURSE 2 TITLE%%, %%NUMBER OF CREDITS%% Credits
%%COURSE 3 TITLE%%, %%NUMBER OF CREDITS%% Credits
%%COURSE 4 TITLE%%, %%NUMBER OF CREDITS%% Credits

Global Ambassador

I would like to introduce you to a global ambassador who has been assigned to assist you in your transition to Robert Morris University. Your global ambassador is a current student who is happy to answer any questions you have before or after you arrive. Please feel free to contact your ambassador at the email address below.

Global Ambassador: %%GLOBAL AMBASSADOR NAME%%
Email: %%GLOBAL AMBASSADOR EMAIL%%

In addition to your global ambassador, you are also welcome to reach out to me for any additional information or assistance. I look forward to meeting you soon.

Best,
%%RO/ARO NAME%%

Email #6: Welcome

Subject: Welcome and Arrival Information
Attachments: Campus Map with CGE Circled

Dear %%STUDENT NAME%%,

We look forward to welcoming you on campus. Would you please review the information below and respond with your airport pickup information (if needed) and a confirmation that you have obtained a visa?

If you are arriving in Pittsburgh by plane, we would be happy to pick you up from the airport and deliver you to your residence. If you would like an airport pickup, please respond with the following information and keep me informed of any changes to your itinerary by calling %%AIRPORT PICKUP PHONE NUMBER%% or emailing %%RO/ARO EMAIL%%.

Airport Pickup Information

Date of Arrival at Pittsburgh Airport:
Arrival Time:
Flight Number:

Once You Arrive

During your first week on campus, you are required to visit the Center for Global Engagement for an initial advising session. We are located on the east side of campus in Colonial Village #2 (Teetz Alumni House) and are available to meet your from 9:00 a.m. to 5:00 p.m. Monday through Friday. If you have any trouble finding us, please call 412-397-4243.

Please note that if you have not paid your room and board fees, they will be due upon arrival.

%%[Insert orientation logistics details, including when and where to report.]%%

Please reply within one week to share your arrival information and confirm that you have secured a visa. As always, I am happy to respond to any questions you have as you make your final preparations.

Best,
%%RO/ARO EMAIL%%

Appendix P: Indicator Tracker

(See attached Excel file.)