

**Outline for Leiden Campus Recruitment Strategy
Leiden, Dec 3rd, 2007**

SWOT analysis

Strengths	Flexibility Personal Approach American education Reasonable Costs
Weaknesses	Flexibility Weak Dollar Small Amount of students
Opportunities	NVAO Accreditation> more Dutch students Economy> more money available for education The Hague & Amsterdam international Expat environment Live & learning center > if realized
Threats	Growing importance of University Colleges Facilities for students

Enrollment goals

Undergraduate: Freshman & transfer – 60
Graduate:
MA/MBA BUSN/MNGT – 28
MA INTL/INGO -22

Achieved enrollment goals

Undergraduate goal: we have a total of 31 students so far. We will need 29 more students to be at our goal of 100%. The 60 undergraduate student goal is challenging; yet, we will be working tirelessly to achieve this target.
Graduate goal: we have a total of 31 degree seeking students enrolled plus 3 non-degree seeking students. With Spring I and Spring II, it will be a challenge to match the 50 students in total, with an expected enrolment number for Spring 1 of 5 degree seeking students.

Inquiries, applications, enrollment history

UNDERGRADUATE (includes Freshman and transfer):

INQUIRIES, APPLICATIONS & ENROLLMENTS

TERM	INQUIRED	APPLIED	ENROLLED	% conv. INQ/APP	% conv. APP/ENR
Fall 1 04	207	62	31	30	62
Spring 1 05	83	16	9	19	56
Fall 1 05	153	32	18	21	56
Spring 1 06	170	22	11	13	50
Fall 1 06	122	44	14	36.1	31
Spring 1 07	238	15	5	6	33
Fall 1 07	269	61	26	23	42

GRADUATE:

INQUIRIES, APPLICATIONS & ENROLLMENTS

TERM	INQUIRED	APPLIED	ENROLLED	% conv. INQ/APP	% conv. APP/ENR
Fall 1 04	483	25	15	5	60
Spring 1 05	232	15	9	6	60
Fall 1 05	173	21	11	12	55
Spring 1 06	182	14	11	8	79
Fall 1 06	137	22	10	16	46
Spring 1 07	321	19	8	6	42
Fall 1 07	388	25	16	6	64

Recruitment strategies: targets

Undergraduate target:

- High school junior or senior
- international educational experience
- cumulative GPA of 2.5 or higher.

Graduate Target

MBA:

- BA degree
- 3yrs + work exp
- International experience/career/ambitions
- Living in the area of Leiden & Amsterdam

MA INTL, INGO:

- BA degree
- background/ambitions in political science
- international experience/career/ambitions
- full time: no special geographic origin

MA MRKT & MGTL

- part time: regional area Leiden/Randstad
- BA degree
- background/ambitions in management and/or Marketing
- international experience/career/ambitions
- full time: no regional area
- part time: regional area Leiden/Randstad

MA in Counseling

- BA degree in Psychology or Social Behaviour
- International Experience/ambitions

RECRUITMENT STRATEGIES:

As the targets for Undergrad and Grad student recruitment differ and we have separate Graduate and Undergraduate admissions departments, there are two separate strategies with similarities but they are discussed separately in the following pages:

- A. Undergraduate Strategies & Cost Effectiveness.
- B. Graduate Strategies & Cost effectiveness

A. UNDERGRADUATE STRATEGIES:

1- Understand Webster Leiden student perspective and student successes better than ever.

[Lunches with Current Students and Alumni](#)

- **Undergraduate Graduating Class:** In Spring 2 have lunch with each UG crossing the stage in May to discuss student experience, what kept them here, their pre Webster background and post Webster aspirations to highlight in coming academic year's recruiting stories.
- **Webster Leiden Alumni/Current Undergraduate Students:** Throughout the year schedule lunches with Current Undergraduates and Active Alumni to understand the current student experience and background or post Webster success as appropriate.

2- Increase Word of Mouth awareness.

[Campaign to Increase Word Of Mouth](#)

- **Current Undergraduate Students:** Thank you gifts for those who recommend siblings or friends that enroll as a degree-seeking student, actual award to be determined. Name must be mentioned at initial inquiry or application stage.
- **Webster Leiden Alumni/Current Graduate Students:** Thank you gifts for those who recommend students to attend Webster University Leiden, actual award to be determined. Name must be mentioned at initial inquiry or application stage.

3- Continue building relationships at the source of current successes.

[Relationship Building with the Expat Community](#)

The expat community has always been a source of students for Webster, but we haven't been leveraging this significantly in the recent past. The approach here is organic, based on current clubs/institutions where Webster students, alumni, parents and staff participate. Dependent on a place to log this non-CARS related information.

[Continued Relationship Building with Secondary School Community](#)

We've gotten off to a start in 06-07 with a number of schools. We need to return to those schools that we have already seen and those events that we have been to and increase the connections with groups across the school community.

Month	Secondary School Community	Webster Events
June	Summer Enrichment	Official Opening of the Year?
July	Summer Enrichment	Peurbakkentocht
August	ASH Picnic	Back to School BBQ L.U. El Cid Week
September	ACO Spain Tour	
October	Brussels Fulbright College Night Kaiserslautern College Night Studie Beurs	
November	ECIS Conference – Madrid Steboberoepmarkt ASH College Fair	Info Sessions blended MA, MBA and BA

February	British School Netherlands Career Fair	
March	IS Hamburg College Fair IS Hilversum College Fair IS Hague College Fair Einstieg Abi Cologne BS Brussels College Week	Open Day-EUFAD
April		Entrepreneurship Week Spring Concert
May		Graduation

4- Develop and hone our passive messages to support prospect and incoming student needs

[Binding Students to Webster](#)

- **Scholarship and Final Application Deadlines:** Revisit deadlines and programs with view to driving applicants and need v. merit based scholarships.
- **Early Registration:** Allow students accepted before registration opens to pre-register and confirm their intention of attending Webster.
- [Professional Welcome to Webster](#)
- **Professional consistent materials:** Bring information sent to pre enrolled inquiries/applicants/students into a standard format/look that covers student life.

Cost Effectiveness

These strategies are cost effective due to the fact that we must invest money, time and resources into the promotion of Webster University. We utilize our college fairs as tools for getting Word of Mouth, and then our personal touch, through follow up emails and telephone calls to answer questions or concerns.

STRATEGY: INQUIRIES to APPLICATIONS

Information Sessions and College Fairs- Through our inquiry list, we start by:

- Emailing inquiries
- Interested prospective students are invited them for an intake interview
- In conjunction with an intake interview, the prospective student is invited to a sample class (if the class schedule allows) or we schedule a sample class for a later date (e.g. follow-up e-mails and phone calls; invitations to campus events; meetings with faculty members, current students, alumni)
- We also invite hot prospects to other events, such as the Thanksgiving dinner.
- After the sample class and intake interview, we do a follow up by phone, to address questions or concerns. We follow up with each interested party until we receive a final decision on their part.
- After the application, we follow up (email or phone) with the prospective student to ensure they have turned in their supporting documentation and assist with questions if necessary.

Cost effectiveness:

This step is very cost effective since it only involves time and personal attention on our part. Most of the inquiries who attend an intake and a sample class eventually apply.

STRATEGIES: applications into enrollments

Undergraduate and transfer markets: WITHOUT Entry visa

- After acceptance, we send a package with an acceptance letter, a call advisor and tuition deposit letter, a housing application, class schedule and information about Leiden.
- After sending the information, in 1-2 weeks, we follow up via phone call or email to confirm if they have received their acceptance package. If so, I answer any questions or concerns regarding the tuition deposit, housing or I direct them to speak with their advisor after the deposit is paid. The deposit is a tool for us to ensure that the student is committed into attending Webster University.

Undergraduate and transfer markets: Needing an Entry visa

- After acceptance, we send a package with an acceptance letter, a call advisor and a visa deposit letter, a housing application, class schedule and information about Leiden.
- Once the deposit is paid, we contact the accepted student to contact their advisor to register for classes, as well as to answer any questions or concerns.

Cost effectiveness:

This step is very cost effective since it only involves time and personal attention on our part. The challenge is for our students that need a visa for entry in the Netherlands. They must pay 10,000 euros (to prove their ability to finance their study and stay) up front, whereas non-visa students pay by term. In each instance, we give our prospective students personal attention from inquiry to enrollment.

See next page for Graduate strategies

GRADUATE STRATEGIES @ Webster University Leiden:

Recruitment Strategies Webster University Leiden/graduate programs:

1. Personal Touch

Phone calls & emails, never mass mailings. Links with personal emails instead of general email accounts as soon as students are more interested.

2. Website

We are currently improving our website with more quotes, testimonials, event wrap-ups, Press releases and personal information. The website is updated on a daily basis. 65% of our enrolled students have marked website as referral source.

3. Word of Mouth

45 % of our students get to Webster via Word of Mouth (initial source). We have appointed Student & Alum ambassadors who get in touch with potential students when we ask them, help us during fairs and events and exchange their experience with Webster during info sessions and sample classes

4. Expat Community

Since both Amsterdam and The Hague host a growing number of expats because international profit and non-profit organizations are located in these areas, we concentrate on this community. Vehicles are advertising in Expat magazines & newspapers, free publicity, events fairs and expat service departments of international companies like Shell, Aramco etc.

5. Sample Classes & Info Sessions

These have proven to be very cost effective hence time consuming. They match our idea of personal touch and we invite students and alums (ambassadors) to do the communication with potential students. They present cases, internships and exchange their experience with Webster before, during and after their study. In sample classes, admissions introduces the guest student to one or two appointed ambassador student(s) and to the instructor. The guest students receive reading materials prior to their sample class to prepare themselves (if necessary) and are informed about the subject of that particular class. Afterwards, there is follow up and feedback from the guest student is distributed to ambassador students, the instructor and if necessary, to other colleagues. We remain keeping track of them until the final decision is made. Conversion rate: appr. 80% of guest students finally apply.

6. Events

Webster University organizes a lot of events for different targets. We invite alums & students and ask them to bring in friends & colleagues. Furthermore, invitations go to Embassies, Expat clubs, International organizations and other relations. Admissions participates in the organization & the communication of these events and has an "info counter" during these events where potential students get answers to their personal questions. General conversion rate of participants to enrollments is not high (5% on a yearly basis) but the events have more objectives than enrollments.

7. Campus activities

We invite hot prospects to activities organized at Campus, such as Thanksgiving Dinner, Boat Races, Guest Lectures, and BBQs to give them an idea what life is at Webster.

8. Advertising

We have found out that advertising is too much mass communication and not cost-effective. We only advertise in Expat magazines, on websites that reach the expat community, in publications from International schools in our area.

9. Fairs

We recently decided to discontinue our presence at large fairs and only focus at smaller fairs that bring us in personal touch with potential students. Example: Master meetings: a fair with appointments with potential students and around it during one month advertising, a web catalog where prospects can sign in for information or meetings. Conversion rate is not too high but it is more focused than large career fairs and study fairs.

Strategy: Inquiries to Applications:

- Select prospects: (see target)
- Contact them within 2 weeks; preferably by phone (personal), otherwise by email & select hot prospects
- Inform them about Webster events, press releases etc.
- Find out when they are planning to start
- Find out other schools they are applying
- List hot prospects & invite them for sample class & Webster intake visit
- Bring them in touch with alums and/or students or
- Invite them for info sessions if applicable
- Encourage them to apply (are you seriously motivated for this program or can I close your file)

Strategy: Applications to Enrollments

- Personal Contact
- Provide them with details about their classes (course schedules, planned trips etc.)
- Inform them about Visa procedures (entry visa & residence permit)
- Invite them for Webster events to meet students, staff & faculty etc
- Bring them into contact with existing students & alums if necessary
- Encourage them to pay the deposit asap
- Bring them into contact with Advisor