



## Measuring Return on Investment in International Student Recruitment: A Working Model

Tuesday, 30 May 2017 at 2:30p  
Los Angeles Convention Center, Room 403

### Co-Presenters

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- Angeliki Rigos, MIT Tata Center for Technology and Design, [rigosa@mit.edu](mailto:rigosa@mit.edu) (Not available in Los Angeles)

### Overview

In today's tuition-driven budget environments, measuring return on investment (ROI) has become a critical imperative to inform future strategies. Participate in a live demonstration of a working model that enables colleagues to assign values to both quantitative and qualitative variables and model ROI for various markets.

### Learning Objectives

- Recognize the importance of measuring your own results over time, rather than comparing to others.
- Understand why ROI metrics are so important to advancing global student mobility.
- Divide finite resources of time and money among the various markets to achieve better overall returns.

This session has been identified as **Advanced**, so we'll expect colleagues to understand the basic tenets of ROI metrics, specifically on a micro scale. For a brief explanation: [ROlie.com](http://ROlie.com) and [USjournal.com/ed/17roi.html](http://USjournal.com/ed/17roi.html)

### Suggested Resources

- First, to help you grasp the complexity of this initiative, and to manage expectations, we recommend <http://AlgorithmsToLiveBy.com/>: The Computer Science of Human Decisions
  - A best-selling interdisciplinary book by Brian Christian and Tom Griffiths
  - *Our lives are constrained by limited space and time, limits that give rise to a particular set of problems:*
    - *What should we do, or leave undone, in a day or a lifetime?*
    - *How much messiness should we accept?*
    - *What balance of new activities and familiar favorites is the most fulfilling?*
    - *These may seem like uniquely human quandaries, but they are not...*
- <https://youtu.be/VV3YgVHo8hQ> (25-minute video on how to use [ROlie](http://ROlie.com))
- <http://www.BartonCarlyle.com/> (International Education Consultancy)
- <http://info.intead.com/inteads-international-recruitment-tools-services> (Industry Insights)

**Instructions:** Enter your own values in the blue boxes, with an intention to monitor ROI metrics over time.

- Be sure to define your own campus-specific metrics consistently, year after year; ignore irrelevant variables.
- You may use separate worksheets for each market and / or year under consideration.
- **Garbage In = Garbage Out.** Your analysis is only as good as your data. Lots of solid data yields a robust model.
- This exercise is designed for introspection. Resist the temptation to compare your campus with others!

# NAFSA2017

## Measuring Return on Investment in International Recruitment: A Working Model at [ROlie.com](http://ROlie.com)

Typical Quantitative Input Variables	My values
<i>Monetary Costs</i>	
Salaries	
Student Assistants	
Office Operations and Supplies	
Information Technology (IT)	
Memberships	
Books, Subscriptions and Webinars	
Marketing and Communications	
Travel and Conferences	
Commissions	
Other	
<b>Total Monetary Costs</b>	
<i>Costs in Time</i>	
Total hours spent	
% Partnerships	
% Sponsors	
% Remainder	

New Freshmen	
New Transfer Students	
New Partnership Students	
New Graduate Students	
<b>Total # of students</b>	

	Quantifiably-Elusive Variables	Type	Importance	Performance
			Rank 1 to 13	-10 to +10
#			My values	My values
1	Top-level support	input		
2	Sufficient budget	input		
3	Well-defined strategy	input		
4	Prestige factor	both		
5	Word-of-mouth referrals	input		
6	Currency fluctuations	input		
7	Visa policy fluctuations	input		
8	Academic program relevance	input		
9	Faculty involvement	input		
10	Partnerships	both		
11	Alumni relations	both		
12	Efficiency of operations	input		
13	Diversification of student body	both		

Typical Quantitative Output Variables	My values
<i>Initial Revenue</i>	
Tuition and Fees in Year 1 -ESL	
Tuition and Fees in Year 1 -Undergrad	
Tuition and Fees in Year 1 -Graduate	
Room & Board	
<i>Auxiliary Revenue</i>	
Tuition in Years 1+	
Fees in Years 1+	
Parental Donations	
Alumni Donations	
Other	
<i>Non-Revenue Outputs</i>	
Other	

New ESL Revenue	\$
New Freshmen Revenue	\$
New Transfer Student Revenue	\$
New Partnership Student Revenue	\$
New Graduate Revenue	\$
<b>Total Initial Revenue</b>	\$

### Instructions

- Enter your own values in the blue boxes
- Ignore irrelevant variables
- Define metrics consistently over time
- Prepare to use the online model in Los Angeles on Tuesday, 30 May via [ROlie.com](http://ROlie.com)

### Notes

- If you have separate market-specific budget variables, please use a separate sheet for each market and / or each year
- More data yields a more robust model
- Compare only within your ecosystem
- Plan to continue the conversation