



USA Country Strategy 2015 to 2016

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1. Overview

- The US has the largest number of education institutions ranked globally within the top 200 universities of any country in the world, with CalTech (1), Harvard and Stanford (2) Princeton (5), MIT (7) and UC Berkeley (10) on top.
- In terms of university rankings and research output, the US is undeniably the world lead. However, the UK is able to offer a wide range of world-class programmes with the benefit of cultural and linguistic similarities with the US. The UK is also seen as jumping-off point for international travel within Europe.
- Although the UK remains the top destination, US students are also showing interest in a wider range of destinations within Europe (Germany, Italy, Spain, France and Ireland) and around the world (Canada, Australia and New Zealand), including non-traditional destinations (China, Japan, Brazil, Costa Rica, India, South Korea, Denmark and Ecuador).
- The 5 most popular courses for US students in the UK at undergraduate level are Social Studies, English, Politics, Business Studies, and History. At master level the top 5 subjects are Politics, Business Studies, Theology & Religious Studies, History and English. Archaeology comes in 7th place.
- At BU UG level American student have enrolled in BA (Hons) International Business Management, BA (Hons) Communication & Media, BA (Hons) Advertising & Marketing Communications, BA (Hons) International Hospitality Management and BA (Hons) Public Relations. In the last year, 2014/15, these courses were also chosen: BA (Hons) Computer Animation Arts, BA (Hons) Computer Visualisation and Animation, BA (Hons) Digital Media Design, BA (Hons) Scriptwriting for Film and Television and BA (Hons) Television Production.
- At masters level the chosen courses are MSc Forensic Osteology/Archaeology, MA Advertising & Marketing Communications, MA Public Relations, MSc Animation & Visual Effects, MSc Forensic Archaeology and MA 3D Computer Animation. In the last year, 2014/15, these courses were also chosen: MA Directing Digital Film and Television, MA Post Production Editing, **MBA**, MSc Information Technology, **MSc Management with Marketing**, MSc Maritime Archaeology, MSc Osteoarchaeology and **MSc Sports Management**. It is the first year we see students enrolling in Management subjects.
- The number of students in the UK from the US between 2010/11 and 2013/14 has increased by 5.3%. In the same period, of students studying in the UK, 28% enrolled on undergraduate courses, 44.5% on postgraduate taught courses and 26% on postgraduate research courses.
- The number of US students in BU between 2012/13 and 2014/15 has decreased by 3.5%. In the same period, 23% enrolled in undergraduate courses, 62% in master courses and 15% in research degrees.

- The number of New Entrants BU between 2012/13 and 2014/15 has increased by 20%, with a more noticeable increase on UG enrolment: 2 to 9.
- The cost of education in the US has increased significantly over the past decade. Therefore, the shorter three-year undergraduate degree structure in the UK appeals to US students looking to enter the labour force sooner and save a year of living and tuition costs. Furthermore, the US Dollar is gaining value against the pound, which is also an advantage for recruitment.
- UK institutions still need to develop a better understanding of US higher education, institutional policies and requirements, and engage with a broader spread of US institutions (both geographically and by type). The British Council believe a co-ordinated involvement of all UK university groups is highly desirable. BU's 'conservative' Study Abroad strategy is a disadvantage in this market.
- It is clear that California dominates in cutting edge research and a global reputation in Higher Education. California is not only a significant market in terms of quality of HE institutions, but also in terms of quantity and of population. With an estimate population of 38 million, California is a huge market in its own right, attracting large numbers of both US and International students.
- California is the top sending state for applicants from the US to BU, followed by Washington, New York, Texas and North Carolina. The top 3 states for BU on College Week Live are California, Texas and Florida.
- US students coming to BU are from wide range of states including the ones above as well as Oregon, Arizona, Nevada, Maryland, Colorado and Connecticut.
- The proposed geographical strategy for 2015/16 recruitment year is to expand from California, Texas and Florida, to Washington and New York State, as well as Washington, DC. Keep watching the following regions: Oregon, Arizona, Nevada, Maryland, Colorado and Connecticut (to support via Social Media campaigns UG and PG).
- The proposed subject strategy for 2015/16 recruitment year is to expand from Media and Sciences to all Management subjects. The first two to play on our strengths and the last to capitalise on the number of US student choosing this subject area.
- A new strategy will also be developed targeting Highs School counsellors, where visiting institutions will be the main activity, in addition to attending College Fairs and participating in the British Council tours.
- Social Media campaigns will be the main strategy to promote our PG Courses in the US in 2015/16.

2. Statistics and Targets

2.1 Students from USA studying in UK HE (Full time NE + Cont.)

Year	Undergrad	Postgrad Taught	Postgrad Research	Total
2013/14	4460	6840	4025	15525
2012/13	4460	6735	3970	15165
2011/12	4330	7010	3930	15270
2010/11	4000	6815	3930	14745

Source: HESA data

2.2 Students from USA studying at BU (Full time NE + Cont.)

Year	Undergrad	Postgrad Taught	Postgrad Research	Total	Market Share
2014/15	9	14	6	29	-
2013/14	2	19	2	23	0.15%
2012/13	8	18	4	30	0.15%

Source: For Tables 2.2 to 2.6, stats are from Academic Business Intelligence April 2015.

Note: Stats include all fee regions – Home/EU and Overseas.

2.3 Conversion rates (Sept + Jan combined)

➤ UG conversion rates

	Applications	New enrols	Conversion (%)
2014/15	38	9	24%
2013/14	21	1	5%
2012/13	28	2	7%

➤ PGT conversion rates

	Applications	New enrols	Conversion (%)
2014/15	52	14	27%
2013/14	39	13	33%
2012/13	40	17	42%

2.4 Agents

Agency	Applications (offers)		Enrolments		Conversion % app/offer (app/enr)	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
ATP	n/a	11	n/a	3	n/a	27%
TOTAL:	n/a	11	n/a	3	n/a	27%

2.5 Targets - University-wide: New entrants (Sept + Jan combined)

Year	Undergrad		Postgrad Taught		Postgrad Research		Total		% target exceeded or missed
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
2017/18	9		20						
2016/17	7		18				25		
2015/16	5		16				21		
2014/15	3	9	14	14		2	17	25	47%
2013/14		1		13				14	N/A

Source: IMRST for targets and SAS for actuals.

2.6 Breakdown by School/Academic Department of Data on Newly Enrolled Students (Sept + Jan combined)

School	UG 2012/13	UG 2013/14	UG 2014/15	PGT 2012/13	PGT 2013/14	PGT 2014/15	PGR 2012/13	PGR 2013/14	PGR 2014/15
Applied Science	0	0	0	8	5	5	0	0	0
Business School	0	0	1	4	2	1	0	0	1
DEC	1	0	1	1	1	1	0	0	0
HSC	0	0	0	0	0	0	1	0	0
Media School	1	0	6	3	3	4	1	0	1
Law	0	0	0	0	0	0	0	0	0
School of Tourism	0	1	0	1	2	2	0	0	0
Combined*	0	0	0	0	0	0	0	0	0
Totals	2	1	7	17	13	13	2	0	2

Note: The Law subjects stats are **included** in the total BS stats

*Combined- BA Marketing between Business School and Media school

2.7 Top 10 recruiters in the UK 2013/14 (New and Continuing Students)

University	Undergrad	Postgrad Taught	Postgrad Research	Total
The University of St Andrews	1065	95	110	1270
The University of Edinburgh	700	360	165	1220
The University of Oxford	125	480	385	990
The University of Cambridge	60	130	430	620
London School of Economics and Political Science	30	540	40	615
University College London	80	320	75	475
King's College London	80	270	90	440
The University of Glasgow	235	130	40	405
University of the Arts, London	190	115	5	305
University of Durham	75	135	65	275
Bournemouth University (74)	5	25	5	35

Source: HESA 2013/14

BU ranks 74 out of 149 - top half. BU UCAS competitors rank as follows: Southampton (34), Bristol (46), Portsmouth (70), Brighton (64), Plymouth (88) and Southampton Solent (103).

3 Marketing Activities (Planned)

3.1 Key messages (what is our “proposition”)

- UK's only Centre for Excellence in Media Practice (CEMP)
- Home to the National Centre for Computer Animation (NCCA)
- Impact caused by BU graduates on the film industry
- One of the best combined field and lab resources of any UK University
- One of the richest archaeological landscapes of the UK
- Tailored towards professional practice and employability
- A great place to live & study

3.2 Advertising & Public Relations (consider on-line and off-line advertising)

Timing	Event / Activity	Support required
All year	County specific flyers (students and counsellors)	Design Team/IMSRT Comms officer
All year	Social Media campaigns & Online events	IMRST Comms Officer

3.3 External Contacts and Relationship Building

- Build relationship with High School Counsellors via school visits and online events

3.4 Alumni Activities

- Invite Alumni from visited cities for Dinner, and develop a group of alumni to assist recruitment.

3.5 International Team-led Activities in the Market

Timing	Event/Activity	Who is involved	Faculty
28 Sep – 12 Oct	NACAC Conference and NACAC Fair in San Diego, plus Schools in South California. Conference: \$380 Counselor fair: \$245 NACAC fair: \$790	LF – ATP - Alumni	All
3- 15 Apr	TACAC Conference (£3,000) and NACAC Fairs and School visits in San Antonio, Austin Conference: \$400 NACAC Fairs: \$790 X 2 TACAC Fair: \$790	LF – ATP - Alumni	All
All Year	Freight costs	LF	All
All Year	Social Media campaigns & online events	LF	All
All Year	Marketing collateral	LF – IMRST Comms	All
All Year	College Week Live (generate leads and use online events to convert*)	LF – IMRST Comms	All
All Year	Cappex (generate leads and use online events to convert*)	LF – IMRST Comms	All
All Year	Pay BU Alumni to attend in-country and online events	BU Alumni	All

Conversion activities using the leads generated via CWL and Cappex

- Series of online events from September 2015 to August 2016. Please see details on the next page
- Attendees of any of the online events will be invited to become a member of a WhatsApp group called **whyBU**. The group will be moderated by the Regional Manager, with the participation of alumni and current students
- Web chats will be run regularly via Campus Connect (CWL chat tool). The sessions will be 'manned' by Regional Manager (as Admissions Adviser), BU Alumni and BU current students.

Day	Date	Month	Year	Type	Time
Friday	4	September	2015	Follow-up Ezine	Any time
Friday	11	September	2015	The Americas webinar	1am to 2am
Friday	18	September	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	18	September	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	9	October	2015	Follow-up Ezine	Any time
Friday	16	October	2015	The Americas webinar	1am to 2am
Friday	30	October	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	30	October	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	6	November	2015	Follow-up Ezine	Any time
Friday	13	November	2015	The Americas webinar	1am to 2am
Friday	20	November	2015	Info Session 'Meet a BU Student'	1am to 2am

Friday	20	November	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	4	December	2015	Follow-up Ezine	Any time
Friday	11	December	2015	The Americas webinar	1am to 2am
Friday	10	January	2015	Follow-up Ezine	Any time
Friday	15	January	2015	The Americas webinar	1am to 2am
Friday	5	February	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	5	February	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	12	February	2015	Follow-up Ezine	Any time
Friday	19	February	2015	The Americas webinar	1am to 2am
Friday	26	February	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	26	February	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	11	March	2015	Follow-up Ezine	Any time
Friday	18	March	2015	The Americas webinar	1am to 2am
Friday	25	March	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	25	March	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	15	April	2015	Follow-up Ezine	Any time
Friday	22	April	2015	The Americas webinar	1am to 2am
Friday	29	April	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	29	April	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	6	May	2015	Follow-up Ezine	Any time
Friday	13	May	2015	The Americas webinar	1am to 2am
Friday	20	May	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	20	May	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	10	June	2015	Follow-up Ezine	Any time
Friday	17	June	2015	The Americas webinar	1am to 2am
Friday	24	June	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	24	June	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	8	July	2015	Follow-up Ezine	Any time
Friday	15	July	2015	The Americas webinar	1am to 2am
Friday	22	July	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	22	July	2015	Info Session 'Meet your BU Advisor'	2am to 3am
Friday	5	August	2015	Follow-up Ezine	Any time
Friday	12	August	2015	The Americas webinar	1am to 2am
Friday	19	August	2015	Info Session 'Meet a BU Student'	1am to 2am
Friday	19	August	2015	Info Session 'Meet your BU Advisor'	2am to 3am

4 Strategic Partnerships and Collaboration

4.1 Consortium approaches

- None

4.2 Kaplan related activities (including trips and advertising)

- None

4.3 Partnerships

Current Strategic partnerships				
Partner Name	Academic Area	Partner (model)	Enrolment (Apps)	Interaction (what are we doing with that partner in 2015-16 to support them)
George Mason University	HSC	MOU	n/a	Work with mobility team to promote degree study opps to exchange students; visit whilst possible on recruitment trips
University of Massachusetts	Media	MOU	n/a	As above
University of Wisconsin - Milwaukee	FST	MOU	n/a	As above
Mercy College	ST	Exchange	n/a	As above
Montclair State University	ST and Media	Exchange	n/a	As above
University of Central Florida	ST, Media and BS	Exchange	n/a	As above
University of South Carolina	ST	Exchange	n/a	As above

5 Key Academic Areas and Proposed Engagement in the Market

School	Undergraduate	Postgraduate
Sciences & Technology	<ul style="list-style-type: none"> ✓ BSc (Hons) Forensic Sciences ✓ BSc (Hons) Archaeology 	<ul style="list-style-type: none"> ✓ <input type="checkbox"/> MSc Forensic Osteology ✓ <input type="checkbox"/> MSc Forensic Archaeology
Media and Communications	<ul style="list-style-type: none"> ✓ BA (Hons) Politics & Media ✓ BA (Hons) English ✓ BA (Hons) Public Relations ✓ BA (Hons) Computer Animation Arts ✓ BA (Hons) Computer Vis. & Animation 	<ul style="list-style-type: none"> ✓ MA International Political Communication ✓ MSc Animation & Visual Effects ✓ MA 3D Computer Animation ✓ MA International Political Communication ✓ MA Multimedia Journalism
Management	<ul style="list-style-type: none"> ✓ Sports ✓ Tourism ✓ Events 	<ul style="list-style-type: none"> ✓ Sports ✓ Tourism ✓ MBA ✓ Events

5.1 The most popular programmes nationally for this market are:

Undergraduate	Postgraduate
<ul style="list-style-type: none"> ✓ Social Studies ✓ English ✓ Politics ✓ Business Studies ✓ History ✓ Education ✓ Psychology ✓ Design 	<ul style="list-style-type: none"> ✓ Politics ✓ Business Studies ✓ Theology & Religious Studies ✓ History ✓ English ✓ Management Studies ✓ Archaeology ✓ Education ✓ Psychology

Source: HESA 2013/14

5.2 The most popular courses at BU are:

➤ Most popular schools - 2011/12 to 2014/15

Faculty	Apps	U/F
Sciences and Technology	89	23
Media and Communication	92	20
Management	51	13
School of Health and Social Sciences	6	0

➤ Courses applied for - applications received 2011/12 to 2014/15

Undergraduate	Postgraduate
<ul style="list-style-type: none"> ✓ BA (Hons) International Hospitality Management ✓ BA (Hons) Events Management ✓ BA (Hons) Public Relations ✓ BA (Hons) Television Production ✓ BA (Hons) Advertising ✓ BA (Hons) Business Studies ✓ BA (Hons) Communication and Media ✓ BA (Hons) Computer Visualisation and Animation ✓ BA (Hons) Film Production and Cinematography ✓ BA (Hons) Tourism Management ✓ BSc (Hons) Biological Sciences ✓ BSc (Hons) Design Engineering ✓ BSc (Hons) Forensic Investigation ✓ BSc (Hons) Psychology ✓ BSc (Hons) Software Development for Animation, Games and Effects ✓ LLB (Hons) Law ✓ BA (Hons) Computer Animation Arts ✓ BA (Hons) Digital Media Design ✓ BA (Hons) Economics ✓ BA (Hons) International Business & Management ✓ BA (Hons) Multimedia Journalism ✓ BA (Hons) Radio 	<ul style="list-style-type: none"> ✓ MSc Forensic Archaeology ✓ MSc Forensic Osteology ✓ MSc Maritime Archaeology ✓ MSc Osteoarchaeology ✓ MSc Biological Anthropology ✓ MSc Events Management ✓ MSc Sport Management ✓ MA 3D Computer Animation ✓ MA Advertising and Marketing Communications ✓ MA Directing Digital Film and Television ✓ MA Media and Communication ✓ MA Multimedia Journalism ✓ MA Post Production Editing ✓ MA Sound Production for Film and Television ✓ Master of Business Administration ✓ MSc Computer Animation and Visual Effects ✓ MSc Cyber Security and Human Factors ✓ MSc Information Technology ✓ MSc Tourism Management ✓ MA Advertising & Marketing

<ul style="list-style-type: none"> ✓ BA (Hons) Scriptwriting for Film and Television ✓ BA (Hons) International Business Management ✓ BA (Hons) Business Studies ✓ BSc (Hons) Forensic Sciences 	<ul style="list-style-type: none"> Communications ✓ MA Public Relations ✓ MSc Animation & Visual Effects ✓ MSc Human & Animal Remains (Osteoarchaeology)
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Source: Unit-e 2011/12 to 2014/15

➤ Courses enrolled in - enrolments 2011/12 to 2014/15

Undergraduate	Postgraduate
<ul style="list-style-type: none"> ✓ BA (Hons) International Business Management ✓ BA (Hons) Communication & Media ✓ BA (Hons) Advertising & Marketing Communications ✓ BA (Hons) International Hospitality Management ✓ BA (Hons) Public Relations ✓ BEng (Hons) Engineering ✓ BSc (Hons) Psychology ✓ BA (Hons) Computer Animation Arts ✓ BA (Hons) Computer Visualisation and Animation ✓ BA (Hons) Digital Media Design ✓ BA (Hons) Scriptwriting for Film and Television ✓ BA (Hons) Television Production 	<ul style="list-style-type: none"> ✓ MSc Forensic Osteology ✓ MSc Animation & Visual Effects ✓ MA 3D Computer Animation ✓ MA Advertising & Marketing Communications ✓ MSc Forensic Archaeology ✓ MSc Management with Marketing ✓ MA Directing Digital Film and Television ✓ MA Post Production Editing ✓ MBA, MSc Information Technology ✓ MSc Management with Marketing ✓ MSc Maritime Archaeology ✓ MSc Osteoarchaeology ✓ MSc Sports Management

Source: Unit-e 2011/12 to 2014/15

5.3 Potential in the Market for the University's Academic Areas

Academic areas	Foundation	UG	PGT	PGR	Recognition	Collaboration	Study Abroad/ Exchange	Visits by Academics - Recommended (include possible times of year)
Applied Sciences	Yes ¹	Yes ¹	Yes	Yes	No	Yes	Yes	None
Business & Management	No	Yes	Yes	No	No	No	No	None
DEC	No	No	No	No	No	No	No	None
HSC	No	No	No	No	No	No	No	None
Media	No	Yes	Yes	Yes	No	Yes	Yes	None
Law	No	No	No	No	No	No	No	None
Tourism ²	No	Yes	Yes	Yes	No	No	No	None

(1) Long term: dependant on International Foundation Course on Sciences as many HS graduate don't take relevant SAT and AP tests. However, the IFC should be shorter as students have the right level of education but would lack the specific academic background in many cases.

(2) Long term: attempt to capitalise on the US demand for Management studies. Might be more feasible after school merge.