INTO University Business Case

Executive Summary:
> **Problem: INTO University needs to identify ideal institutions in the USA to aid in making an informed decision on whether to expand their portfolio in the country.**
>
> **Solution: Twenty institutions have been identified as the most ideal for INTO's expansion. It is recommended that INTO partners with the top performer from this list to provide further validation of its accuracy.**
>
> **Risks: The analysis undertaken to create the list was performed on data ranging from 4 to 7 years prior to the date of this report; therefore, the list may not be accurate for the present day.**

Aim: INTO University is considering expansion in the USA. Analysis has been conducted on public data to both identify relatively high performing institutions based on several criteria, and to perform benchmark analysis ensuring the chosen institutions are up to the same performance standards as INTO's current partners.

Scope: To conduct the analysis, the U.S. Department of Education's College Scorecard data was used in the year ranges of 2017 to 2019. This range was chosen because it meets three criteria:
1. It's recent relative to the data available.
2. The range is not too narrow.
3. It excludes any potential for skewed data due to the period of COVID-19 lockdowns in 2020 – this is assumed to have no influence in 2023.

Filtering was then performed to reduce this down to twenty ranked candidates based on different criteria:

Other
- States where into currently have partners were excluded.
- Institutions were restricted to those with 4-years or longer degrees.

Attractiveness
- Locations were limited to >250'000 resident "large" (as classified by the U.S. Department of Education) cities and suburbs.
- The percentage of foreign students was limited to being at least the 15th percentile from INTO's partners.

Affordability
- Average net cost (costs - discounts) was limited to be below the 50th percentile from INTO's partners.

Scale Opportunity

- The percentage of foreign students was limited to being below the country average.
- The total number of enrollments was limited to be at least the 25th percentile from INTO's partners.

The remaining list was then filtered down to the top 20 by using the institution rankings from https://www.usnews.com/, a source of information commonly used by international students when choosing an institution.

Evaluation: As seen in Table 1, INTO now has a list of 20 institutions that have promising performance compared to their current partners. The performance of these can be compared on the dashboard linked here.

Institution	Rank
Central Connecticut State University	1
North Carolina State University at Raleigh	2
Texas A & M University-Corpus Christi	3
Northern Kentucky University	4
Santa Ana College	5
Valencia College	6
University of New Mexico-Main Campus	7
University of Hawaii at Manoa	8
Indiana University-Purdue University-Indianapolis	9
The University of Texas at San Antonio	10
San Diego State University	11
University of North Carolina at Charlotte	12
California State University-Fullerton	13
California State University-Sacramento	14
University of Memphis	15
San Francisco State University	16
California State University-Northridge	17
San Jose State University	18
California State University-Long Beach	19
Kennesaw State University	20

Table 1

Recommendation: INTO should consider partnering with the top performer in the list to further validate the list's accuracy and move further into the list if it proves promising. Alternatively, INTO could consider using more recent data to update the analysis results and follow the same approach with the new data.