

# SUCCESSFULLY CREATING A STRATEGIC INTERNATIONAL RECRUITMENT AND RETENTION PLAN

## Case 1: Underfunded State University

AIEA 2015

Washington, D.C.

### CHALLENGES:

1. There is an unexpected increase in enrolled international students.
2. There aren't planned support services to handle the unexpected increase in enrollment.
3. Strategic IEM plan is not in place.

### Overview

USU has historically had fairly low numbers of international students. Recent demographic changes have made it possible and advantageous to enroll additional non-resident tuition paying international students. The university increased enrollment enough to cause challenges with the student support services offices. There currently is no plan other than to enroll larger numbers for revenue purposes.

### Step 1 – What issue are you trying to address or solve today?

Lacking a plan and having no experienced international recruitment staff, what are the first steps the institution should take?

Has anyone on campus resolved a similar issue in the past? Is anyone dealing with the same or a similar issue right now? (Domestic admissions? international student services? graduate school? disability services? some other office or unit?)

### Step 2 – Identify the Barrier(s) to SIEM made evident by the identified issue(s)

(Hints: lack of a plan; lack of appropriate staffing; lack of ownership by anyone outside ISSS)

Barrier 1:

Barrier 2:

### **Step 3 – Identify the Stakeholders related to today's issue**

Who do you need to involve in overcoming these barriers? Who is directly affected? Who is indirectly affected? Who believes they have something to lose by changing and what will they lose? Who believes they have something to gain and what will they gain?

What are two steps you can take to improve (or build) the relationship between your office and any resistant stakeholders?

1.

2.

### **Step 4 – Identify the mission-critical aspects of resolving (or not resolving) this issue**

To what aspect(s) of your institutional and internationalization missions does this barrier relate?

### **Step 5 – Identify policies and processes that are standing in the way of moving forward**

What processes and policies need to be created or revised in order to overcome the barrier(s)?

What steps can you take and with whom to implement new or revised policies or processes?

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## Case 2: Private Under Enrolled College

AIEA 2015

Washington, D.C.

### CHALLENGES:

1. College administration has mandated an increase in enrollment with non-traditional students (international) to fill a revenue gap.
2. Current IEM plan does not allow for a large enrollment increase based on funding and lack of retention resources.

### Overview

PUC has recently seen a precipitous drop in total enrollment. Campus administration (at least the President and the CFO) believe it would be advantageous to enroll more international students to fill gaps. The existing SIEM plan sought only small numbers of international students for the sake of diversification and because there are not enough resources for retention of large numbers of international students.

### Step 1 – What issue are you trying to address or solve today?

Modifying an existing plan with a very small international recruitment staff, what are the first steps the institution could take to “gear up”?

Has anyone on campus resolved a similar issue in the past? Is anyone dealing with the same or a similar issue right now? (Domestic admissions? graduate school? disability services? Some other office or unit?)

### Step 2 – Identify the Barrier(s) to SIEM made evident by the identified issue(s)

(Hints: expansion may not be simple with limited staff)

Barrier 1:

Barrier 2:

### **Step 3 – Identify the Stakeholders related to today's issue**

Who do you need to involve in overcoming these barriers? Who is directly affected? Who is indirectly affected? Who believes they have something to lose by changing and what will they lose? Who believes they have something to gain and what will they gain?

What are two steps you can take to improve (or build) the relationship between your office and any resistant stakeholders?

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2.

### **Step 4 – Identify the mission-critical aspects of resolving (or not resolving) this issue**

To what aspect(s) of your institutional and internationalization missions does this barrier relate?

### **Step 5 – Identify policies and processes that are standing in the way of moving forward**

What processes and policies need to be created or revised in order to overcome the barrier(s)?

What steps can you take and with whom to implement new or revised policies or processes?

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### Case 3: Low ESL State University

AIEA 2015

Washington, D.C.

#### CHALLENGES:

1. Faculty concerned about the lack of English preparation of international students
2. It appears that admissions has not addressed the needs of students who lack English language proficiency prior to admission
3. Appropriate level of services have not been established for students who may not have sufficient English language proficiency

#### Overview

LESU has recently enrolled a number of international students and complaints have rippled through the faculty about 'standards'. International students fill an important revenue need for the institution. The existing SIEM plan looked only at the revenue needs of the institution and not retention needs of the students.

#### Step 1 – What issue are you trying to address or solve today?

Dramatically increasing the standards may solve the faculty cries for standards, but may impede recruitment efforts.

Has anyone on campus resolved a similar 'standards' issue in the past? Is anyone dealing with the same or a similar issue right now? (domestic admissions? graduate school? multicultural services? disability services? some other office or unit?)

#### Step 2 – Identify the Barrier(s) to SIEM made evident by the identified issue(s)

(hints: expansion may not be simple with limited staff)

Barrier 1:

Barrier 2:

### **Step 3 – Identify the Stakeholders related to today's issue**

Who do you need to involve in overcoming these barriers? Who is directly affected? Who is indirectly affected? Who believes they have something to lose by changing and what will they lose? Who believes they have something to gain and what will they gain?

What are two steps you can take to improve (or build) the relationship between your office and any resistant stakeholders?

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2.

### **Step 4 – Identify the mission-critical aspects of resolving (or not resolving) this issue**

To what aspect(s) of your institutional and internationalization missions does this barrier relate?

### **Step 5 – Identify policies and processes that are standing in the way of moving forward**

What processes and policies need to be created or revised in order to overcome the barrier(s)?

What steps can you take and with whom to implement new or revised policies or processes?

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### Case 4: Disconnected Student Services University

AIEA 2015

Washington, D.C.

#### CHALLENGES:

1. **SIEM plan does not address the issues of student retention and academic support services.**
2. **Offices that serve to retain students are not a part of the decision set to increase international student enrollment.**

#### Overview

DSU has increased international enrollments with no plan for retention or academic support services. International students fill an important revenue need for the institution. A variety of offices on campus work with students on different issues, but there is no coordination of effort. The existing SIEM plan looked only at the revenue needs of the institution and not retention needs of the students.

#### Step 1 – What issue are you trying to address or solve today?

Some 'territorial' issues have arisen related to what offices should perform what services.

Has the campus resolved similar 'territorial' issues in the past?

#### Step 2 – Identify the barrier(s) to SIEM made evident by the identified issue(s)

(hints: no focus on retention as part of recruitment, communication challenges, territorial issues)

Barrier 1:

Barrier 2:

### **Step 3 – Identify the stakeholders related to today's issue**

Who do you need to involve in overcoming these barriers? Who is directly affected? Who is indirectly affected? Who believes they have something to lose by changing and what will they lose? Who believes they have something to gain and what will they gain?

What are two steps you can take to improve (or build) the relationship between your office and any resistant stakeholders?

1.

2.

### **Step 4 – Identify the mission-critical aspects of resolving (or not resolving) this issue**

To what aspect(s) of your institutional and internationalization missions does this barrier relate?

### **Step 5 – Identify policies and processes that are standing in the way of moving forward**

What processes and policies need to be created or revised in order to overcome the barrier(s)?

What steps can you take and with whom to implement new or revised policies or processes?