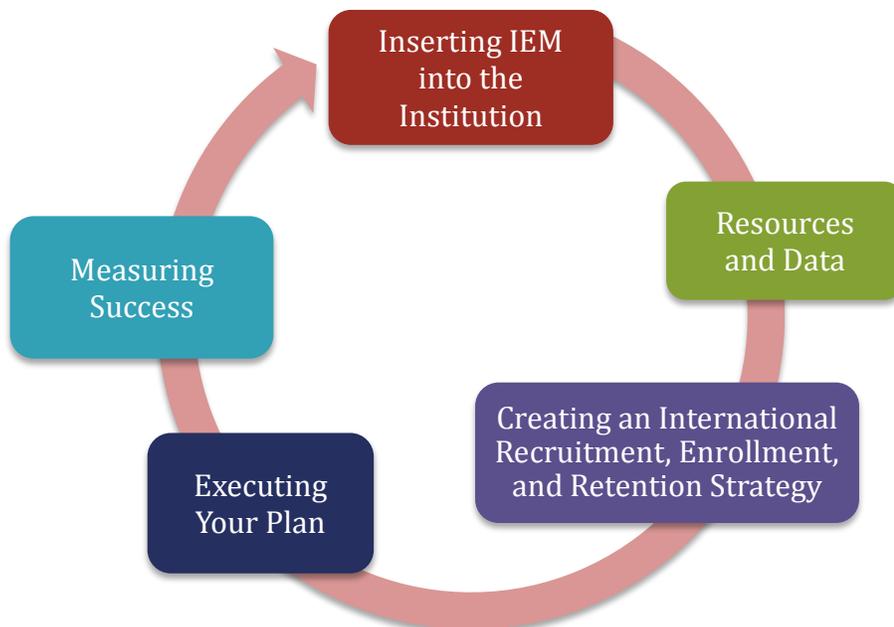


Recruitment and Retention: Success Through Collaboration

AIEA 2017 Conference – Washington, DC, USA

A Strategic International Enrollment Management (SIEM) strategy and plan provide a roadmap for intentional recruitment, enrollment, and retention of international students. Numerous barriers can get in the way of successfully developing and implementing such a plan.

SIEM Cycle



Common Barriers to SIEM

The first step to overcoming any barrier is identifying the actual barrier itself. Often, a barrier is not singular but rather includes multiple aspects. It is important to be as clear as possible what issue – and which of its aspects – you are trying to address before you begin to tackle it.

Stated Barrier	Likely Underlying Barriers
Insufficient budget and resource allocation (including staffing)	<ul style="list-style-type: none"> • Lack of faculty and staff buy-in • Territorial issues among staff units • Lack of support or understanding from upper administration • Unclear connection to institutional mission and goals
Uninformed or untrained staff	<ul style="list-style-type: none"> • Insufficient budget and resource allocation • Lack of support or understanding from upper administration • Territorial issues among campus units and offices
Un- or under-prepared students	<ul style="list-style-type: none"> • Disagreement on, conflicting, or confusion around priorities • Insufficient budget and resource allocation • Lack of support or understanding from upper administration
Communication challenges	<ul style="list-style-type: none"> • Lack of support or understanding from upper administration • Territorial issues among campus units and offices • Lack of faculty and staff buy-in
Focus on crises	<ul style="list-style-type: none"> • Insufficient budget and resource allocation (short-staffed) • Lack of support from upper administration • Communication challenges
Disagreement on, conflicting, or confusion around priorities	<ul style="list-style-type: none"> • Often presents as territorial issues between campus units and offices • Lack of clarity from leadership • Lack of support or understanding from upper administration • Communication challenges • Lack of faculty and staff buy-in

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Questions & Steps for Creating Collaboration Between Recruitment and Retention Staff

Before you start, remember that how you begin and lead this collaboration will be informed by where you sit - structurally and politically - on your campus and what your current relationship is to recruitment and retention. On many campuses, these two functions are housed in different units, often in an Admissions-focused unit and an International-Student-focused unit, respectively. Once you've articulated where you are ...

- Clarify in your own mind what your goals are for the collaboration and how it will support your SIEM plan (e.g., higher yield and lower attrition, more diversity of admitted students, more targeted recruitment, greater awareness of trends, improved academic success, faster identification of students in crisis, more time to prepare for specific cultural needs).
- Identify whose support you need to make the collaboration successful (e.g., president, provost, VPs, directors, faculty, other staff) and solicit their support. Your list will depend on whether you are starting with an informal communication group or creating a more formal IEM group.
- Hold a big-picture meeting (or meetings) where you discuss how a collaboration will help. You may wish to hold more than one meeting, initially with the heads of each unit, and then expanding the group. At each meeting:
 - If these units have never met, you will want to talk about what each unit does over the course of a term or year. The more we know about the other, the more easily we find ways to work together!
 - Identify the major goals of each unit.
 - Identify the major challenges of each unit – what pressures do they face and from whom?
 - Look for ways in which the goals of each unit can work together to address the combined challenges – how could they be better aligned to achieve better results for each?
 - Identify what specific actions (if any) each unit needs to take to better align these goals.
 - Identify the measures you will use to determine that your collaboration and aligned goals are making a difference to the success of each unit.
 - Make notes – a parking lot – of any ideas that come up about specific actions or programs or initiatives could be taken to improve recruitment and retention efforts.
 - Agree on a topic for your next meeting.
 - Send a summary of the meeting to everyone who attended, including the next steps. If possible, include the date of your next meeting.
- Once you've agreed to work collaboratively, you will want to have regular meetings so that both enrollment and student services perspectives are informing your decisions. As you discuss various topics and agree on specific actions, be sure that you identify ways to measure the success of each one and how it is affecting your recruitment and retention goals. Some common areas that can impact your goals include:

<input type="checkbox"/> Identifying target populations	<input type="checkbox"/> Addressing academic issues (participation, plagiarism, student/faculty relationships, etc.)
<input type="checkbox"/> Marketing/messaging to target populations	<input type="checkbox"/> Programming and social activities (campus life)
<input type="checkbox"/> Enrollment and immigration issues	<input type="checkbox"/> Student mentoring
<input type="checkbox"/> Pre-arrival orientation	<input type="checkbox"/> Community activities and opportunities, including holidays
<input type="checkbox"/> Language proficiency	<input type="checkbox"/> Handling crisis situations (global, country-specific, campus, health, mental health, etc.)
<input type="checkbox"/> Financial issues	<input type="checkbox"/> Safety and security issues
<input type="checkbox"/> Cultural adaptation (students and faculty)	
<input type="checkbox"/> On-campus orientation and welcome	
<input type="checkbox"/> Monitoring student success	
<input type="checkbox"/> Other: _____	
- To ensure that your collaboration is effective, be sure that:
 - Each meeting includes specific actions that each unit will take.
 - Each action has a measurable outcome.
- Develop and implement an evaluation and assessment plan to regularly and periodically review your approach to recruitment and retention of international students.

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Other IEM-Collaboration-related AIEA 2017 conference sessions

Monday: Drivers of International Student Satisfaction: Research and Recommendations for HEIs; Building and Retaining a More Diverse Community of International Students; How to Transcend Internal Boundaries? Institutional Efforts to Mobilize the Whole University Community; Challenges and Issues: Supporting Chinese International Students; Thinking Globally, Acting Locally: Conversations about Cross-Campus Collaborations in IEM;

Tuesday: Navigating Silos, Strategic Plans, and Systems: International Educators as Internationalization Thought Leaders; Engaging the Silos in Solidarity: Conversation is Positive and Essential; Internationalizing the Faculty: How to Better Prepare Professors

Wednesday: Lessons of Leadership: The Challenge of Transcending Silos; SIO as Change Agent: An Interactive and Comparative Approach to Comprehensive Internationalization;

Connection resources – find others to ask questions and share ideas

AIEA 2017 Conference LinkedIn group – <https://www.linkedin.com/groups/8572575>

AIEA LinkedIn group – <https://www.linkedin.com/groups/4060235>

IEM discussion forums (NAFSA) – <http://www.nafsa.org/IEMdiscussions>

Resources for collaboration on recruitment and retention

The Center for Global Education’s Innovative International Student Support Programming - <http://globaled.us/internationalization/index.asp#introduction>

Education Advisory Board (membership organization) - <https://www.eab.com/about-us>

Background resources on IEM – data, rationale, strategy, etc.

American Association of Collegiate Registrars and Admissions Officers (AACRAO) - <http://www.aacrao.org/>

American International Recruitment Council (AIRC) – <http://www.airc-education.org>

EducationUSA – <https://educationusa.state.gov>

ICEF Monitor - <http://monitor.icef.com/> (free e-alerts on markets and trends in international student mobility)

IIE *Open Doors* – <http://www.iie.org/opendoors> (annual data on student mobility)

NAFSA’s International Student Economic Value Tool – <http://www.nafsa.org/economicvalue>

National Center for Education Statistics (NCES) – <https://nces.ed.gov>

Organisation for Economic Co-operation and Development (OECD) – <https://data.oecd.org>

University World News <http://universityworldnews.com> (worldwide student numbers forecast and more)

US Bureau for Labor Statistics – <http://www.bls.gov>

WES research reports and webinars - <http://www.wes.org/ras>

Your own campus’s institutional research office reports and data, along with regional and country experts

General IEM resources – process, definitions, etc.

IEM Knowledge Community (NAFSA) - <http://www.nafsa.org/IEM>

IEM Resources (NAFSA) - <http://www.nafsa.org/IEMresources>

International Enrollment Management Strategic Planning NAFSA e-Publication - <http://www.nafsa.org/wcm/Product?prodid=376&catId=7>

National Association for College Admissions Counseling (NACAC) - www.nacacnet.org

“Discussion Brief: International Interest in U.S. Higher Education and Institutional Recruiting Practice” - <http://www.nacacnet.org/studentinfo/internationalstudentresources/documents/internationalrecruiting.pdf>

Overseas Association for College Admissions Counseling (OACAC) - <http://www.oacac.com>

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Session Facilitators

Feel free to contact any of us with questions!

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Notes