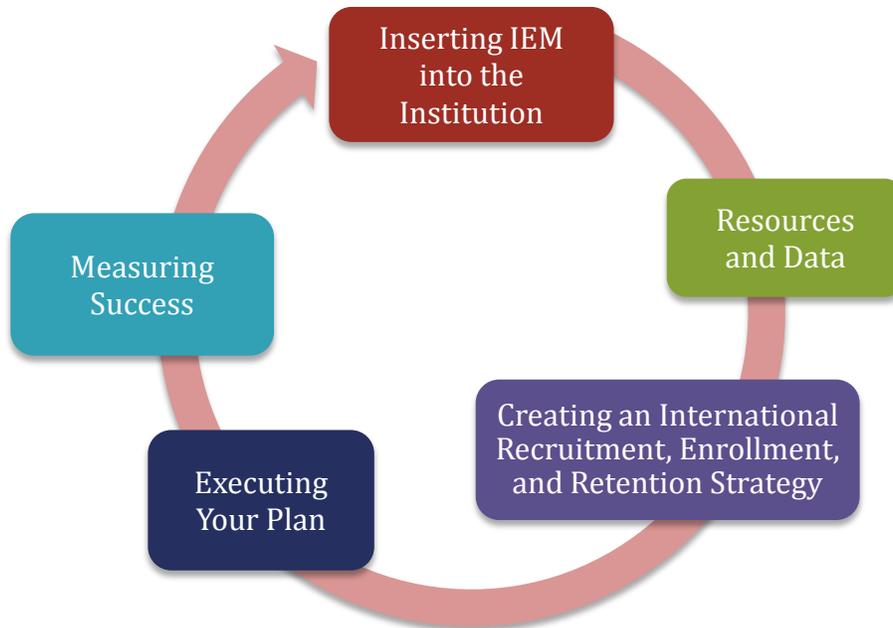


Successfully Creating Strategic International Recruitment and Retention Plans

AIEA 2015 Conference – Washington, DC

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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Steps Toward Overcoming Barriers in Creating an SIEM Plan

- Clarify the impetus and apparent motivations for creating an SIEM plan (e.g., mandate to increase numbers of international students, mandate to increase diversity of student body, desire to be more intentional about recruitment overall or of international students specifically, etc.)
- Identify any barriers that are immediately apparent and possible approaches
 - Has anyone on campus resolved a similar issue in the past? How was it addressed?
 - Is anyone dealing with this or a similar issue right now? (domestic admissions? graduate school? multicultural programs? disability services? another office or unit?)
- Identify and reach out to SIEM stakeholders
 - Assess stakeholders' current level of engagement and support for international students related to recruitment, services provided to students, and overall retention
 - Identify which stakeholders you especially need to overcome each identified barrier (which ones are directly and indirectly affected?)
 - Identify which stakeholders believe they have something to lose by engaging with SIEM, and what they believe they will they lose
 - Identify which stakeholders believe they have something to gain by engaging with SIEM and what they believe they will gain
 - Develop and implement specific steps you can take to improve (or build) the relationship between your office and any resistant stakeholders
- Assemble a group to work on policies, processes, and systems to better support the intentional recruitment, enrollment, retention, graduation, and alumni engagement of international students
- Identify the current state of recruitment and retention of international students
 - Review your institution's stated mission, values, strategies, and goals, considering how they are related to international students from recruitment through graduation, and what they reveal about your institutional philosophy
 - Consider how the identified mission, values, strategies, and goals are related to (international) student needs
 - Review current international student recruitment practices and available campus services for international students (use senior survey or other data, if available)
 - Identify gaps between current practices and your institution's philosophy, mission, values, strategy, and goals around international student recruitment and retention
 - Identify aspects of your institutional and internationalization missions and strategies to which each barrier relates
- Develop recommendations for revising existing – or initiating new – practices, processes, and policies that support SIEM
 - Identify existing policies and processes that are standing in the way of moving forward and determine how they need to be revised in order to overcome the barriers
 - Identify new processes and policies that need to be created in order to overcome the barriers
 - Determine which stakeholders you need to engage to implement new or revised policies or processes
 - Forward any recommended changes to current practices and processes, as well as recommended changes to mission, values, strategy, goals, for any changes your team cannot implement itself
- Develop and implement an education/engagement plan for your campus community in preparation for changes in student diversity, including both broad and targeted programming, communications, training, and other educational tools
- 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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Resources

Sampling of AIEA 2015 conference sessions related to IEM:

Monday: The Role of the SIO in the Retention and Engagement of International Students, Managing Future Markets and Enrollment Diversity, Leveraging the Intensive English Program (IEP) to Boost Campus Internationalization, Making Connections, Promoting Intercultural Integration Amid Dramatic International Undergraduate Enrollment Growth

Tuesday: Entrepreneurship & Innovation in International Education, EducationUSA's Role in Internationalization of Universities, Strategies and Staffing Innovations for International Student Integration, A New Era in Student Mobility, The SIO's Role in Strategic International Student Recruitment

Wednesday: What SIOs Need to Know about the International Student and Scholar Services Office, Changes in International Admissions Practices

AIEA LinkedIn group - https://www.linkedin.com/groups?home=&gid=8187547&trk=anet_ug_hm

NAFSA's IEM Knowledge Community - <http://www.nafsa.org/IEM>

NAFSA's IEM Resources - <http://www.nafsa.org/IEMresources>

NAFSA's IEM discussion forum – <http://www.nafsa.org/IEMdiscussions>

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

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

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

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

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

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>

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

Facilitators

Feel free to contact any of us with questions!

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