

International Enrollment Management (IEM): How to Win Friends and Influence People

AIEA 2016 Conference – Montreal, Quebec, Canada

After a brief introduction on IEM, we broke into groups to discuss how to effectively reach out and work with four specific IEM stakeholders: Student Services, Admissions, Faculty and Deans, and the President and Provost. Each group was invited to discuss the following questions (see table questions handout):

1. How can you most effectively influence this stakeholder?
2. What is important to the stakeholder?
3. How do SIEM and internationalization intersect with or influence the stakeholder's area of interest? How will changing the student body affect more than just the classroom?
4. Who else needs to be on board in order to convince this stakeholder?
5. How can we gather the appropriate data and information needed to influence stakeholders within the campus community?
6. Is there national data we need? Where can we find it?
7. Is there global data we need? Where can we find it?
8. Is there campus-specific data we need? Where can we find it?
9. In what form does the information need to be presented?

After 40 minutes of small group discussion, each group shared the highlights of their discussions. Below is a summary of that sharing.

President and Provost Discussion

This group included several people from outside the United States. They found that the communication story will be different in different countries, as well as the motivations of the president or provost and the data stories of interest to this group.

Faculty and Deans Discussion

This group found that the best IEM strategy isn't necessarily the same for every institution's faculty. There is variety in where the power to drive initiatives lies (deans, president, etc.). It is important to include faculty and deans at the table during IEM discussions to help everyone understand their goals (and them to understand others' goals). It's important to empower faculty and deans to take stock and then take the next step: what are they already doing and how can we capitalize on those efforts? It's also important to remember that deans talk with student prospects, especially at the graduate level, so having them understand IEM and the institution's IEM strategy is important.

Admissions Discussion

People in this group had faced challenges and had some successes in working with Admissions personnel on IEM. One challenge is that Admissions – and international student recruitment – is often not within the portfolio of the Senior International Officer (SIO). Sometimes international student recruitment is part of the SIO portfolio, even if Admissions is not. When admission and recruitment are not within the SIO portfolio, it can be difficult to get access to recruitment and admission data. It is usually possible to obtain retention data. Some campuses are able to get recruitment assistance from pathways programs and from using Customer Relations Management (CRM) software. Advisory committees have been very effective on some campuses and not as effective on others.

Student Services Discussion

This group agreed that “student services” covers such a wide range of entities on a campus – counseling, medical, insurance, cultural training, academic advising – that it is difficult to think about how to advocate with them as a whole. One big area discussed was that students themselves need information on what types of services are available both before and after their arrival. The group also agreed that it was important to offer intercultural training – especially if it is tailored to the different national cultures represented in the student body – to various student services offices. The group noted that Student Services personnel generally respond well to workshops, seminars and training, especially if a student voice is included. One campus had success with a Soup and Substance event where they provided soup and water for lunch (participants could bring additional food) and presented on different topics and data each time.

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Session Facilitators

Feel free to contact any of us with questions!

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