

# The Recruitment-Retention Connection

NAFSA Conference, San Diego, CA, USA

May 25-30, 2014

How can U.S. recruitment, admissions, and international student services personnel work together to ensure international student recruitment and retention are intentional and connected?

## Working definition of International Enrollment Management (IEM)

IEM is a “focused and holistic strategy involving the successful recruitment, admission, enrollment, retention, graduation, and reentry of international students translated into an operational plan.”

- From “Evidence-Based Approach to Strategic International Enrollment Management: A Case Study of American University” by Fanta Aw and Evelyn Levinson in *IIE Networker*, Fall 2012.

## The International Enrollment Management Cycle



Original image developed by NAFSA’s IEM Taskforce. Used with permission.



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## Steps Toward Connecting Recruitment and Retention Strategies

- Identify stakeholders and assess their engagement and support for international students – their recruitment, services provided to them, and their overall retention
- Develop and implement a strategy for building relationships with those units and positions from whom you need engagement and support
- Assemble a group to work on policies, processes, and systems to better support the intentional recruitment, retention, and graduation of international students
  - Review your institution’s current stated mission, values, strategies, and goals, considering how they are related to international students from recruitment to graduation, and how they reveal your institutional philosophy
  - Consider how the above statements are related to (international) student needs
  - Articulate current implementation of international student recruitment practices and international student services (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
  - Agree and forward any recommended changes to current stated mission, values, strategy, and goals
- Develop and implement an international enrollment management strategy and plan that reflects your institution’s mission, vision, goals, and strategic plan
- 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 a regular evaluation and assessment plan to periodically review your approach to recruitment and retention of international students

## Barriers you might face

There are a variety of potential barriers. Some of them are listed below. Consider whether you may face these barriers, then consider how you might approach overcoming them, and who you will need to involve.

Barrier	Possible approach	People involved
Competition for resources		
Different reporting lines		
Lack of – or negative – historical relationships		
Fear of more work		
Skepticism		
Waiting for leadership to tell you to work together		

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## Resources

IEM-related sessions at NAFSA 2014 conference - <http://www.nafsa.marcom-education.com/programme?track=2>

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

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

Discussion forums in NAFSA's IEM Professional Networks:

- Recruitment, Advising, Marketing, and Admissions - [www.nafsa.org/RAMAnetwork](http://www.nafsa.org/RAMAnetwork)
- Admissions and Credential Evaluation - <http://www.nafsa.org/ACEnetwork>
- Intensive English Programs - <http://www.nafsa.org/IEPnetwork>

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](http://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>

## Presenters

*Feel free to contact any of us with questions!*

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