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 **Inserting IEM** Mission Strategic Objectives Strategic Challenges into the Traditional Alignment of International SEM Strategic Alignment of International SEM Institution University commitment to Internationalization Know Your Competition Resources and Where Can you Find Data? What Questions Should You Ask? Data Planning Research Creating an International Staff Developmet Recruitment, Enrollment Engaging the Campus Recruitment and Retention Strategy Alumni Using Technology Admission Policies and Practices ESL Policy **Executing Your Plan** Financial Aid Policy · Preparation for Arrival Student Retention Statistics Success of Student Programming Academic Success Parameters and Initiatives **Measuring Success** Peer Mentoring Cultural Events and Programming Making Connections Internally

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Key Stakeholders for Connecting Recruitment and Retention

Consider the people and positions on your campus whose work, responsibilities, and interests intersect with international students from their recruitment to their time on campus through their graduation. Fill in the table with key players, indicating their current and needed level of support and engagement with the recruitment-retention cycle.

LIST OF POSSIBLE KEY PLAYERS (positions and units)

Upper Administration: President/Chancellor, Provost, Dean/VP of Student Services,
 Dean/VP of Academic Services, Dean/VP of Enrollment, Dean/VP of International Affairs
Deans/Directors: International Education/Programs, International Student Services,
 Graduate Programs, Deans of Schools/Colleges, Admissions, Multicultural/Diversity
 Services, Continuing Education, Department heads/Chairs of specific academic units,
 Academic Advising, Media Relations/Marketing Materials, Food Services, Campus
 Safety, Business/Bursar's Office, Campus Housing, Campus Ministry, Counseling
 Center, Health Center

Students: Student President, Leaders in Student Government, Presidents of student clubs, Leaders in specific international student organizations

Position	Name	Needed Level of Support and Engagement	Current Level of Support and Engagement

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Steps	Toward	Connecting	Recruitment a	nd 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
- 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 "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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