SUCCESSFULLY CREATING A STRATEGIC INTERNATIONAL RECRUITMENT AND RETENTION PLAN

Case 1: Underfunded State University
AIEA 2015
Washington, D.C.

CHALLENGES:

1. **There is an unexpected increase in enrolled international students.**
2. **There aren't planned support services to handle the unexpected increase in enrollment.**
3. **Strategic IEM plan is not in place.**

Overview
USU has historically had fairly low numbers of international students. Recent demographic changes have made it possible and advantageous to enroll additional non-resident tuition paying international students. The university increased enrollment enough to cause challenges with the student support services offices. There currently is no plan other than to enroll larger numbers for revenue purposes.

Step 1 – What issue are you trying to address or solve today?
Lacking a plan and having no experienced international recruitment staff, what are the first steps the institution should take?

Has anyone on campus resolved a similar issue in the past? Is anyone dealing with the same or a similar issue right now? (Domestic admissions? international student services? graduate school? disability services? some other office or unit?

Step 2 – Identify the Barrier(s) to SIEM made evident by the identified issue(s)
(Hints: lack of a plan; lack of appropriate staffing; lack of ownership by anyone outside ISSS)

Barrier 1:

Barrier 2:

Step 3 – Identify the Stakeholders related to today's issue
Who do you need to involve in overcoming these barriers? Who is directly affected? Who is indirectly affected? Who believes they have something to lose by changing and what will they lose? Who believes they have something to gain and what will they gain?

What are two steps you can take to improve (or build) the relationship between your office and any resistant stakeholders?
1.

2.

Step 4 – Identify the mission-critical aspects of resolving (or not resolving) this issue
To what aspect(s) of your institutional and internationalization missions does this barrier relate?

Step 5 – Identify policies and processes that are standing in the way of moving forward
What processes and policies need to be created or revised in order to overcome the barrier(s)?

What steps can you take and with whom to implement new or revised policies or processes?