Case 3: Low ESL State University
AIEA 2015
Washington, D.C.

CHALLENGES:

1. **Faculty concerned about the lack of English preparation of international students**
2. **It appears that admissions has not addressed the needs of students who lack English language proficiency prior to admission**
3. **Appropriate level of services have not been established for students who may not have sufficient English language proficiency**

Overview
LESU has recently enrolled a number of international students and complaints have rippled through the faculty about 'standards'. International students fill an important revenue need for the institution. The existing SIEM plan looked only at the revenue needs of the institution and not retention needs of the students.

Step 1 – What issue are you trying to address or solve today?
Dramatically increasing the standards may solve the faculty cries for standards, but may impede recruitment efforts.

Has anyone on campus resolved a similar 'standards' issue in the past? Is anyone dealing with the same or a similar issue right now? (domestic admissions? graduate school? multicultural services? disability services? some other office or unit?)

Step 2 – Identify the Barrier(s) to SIEM made evident by the identified issue(s)
(hints: expansion may not be simple with limited staff)

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?