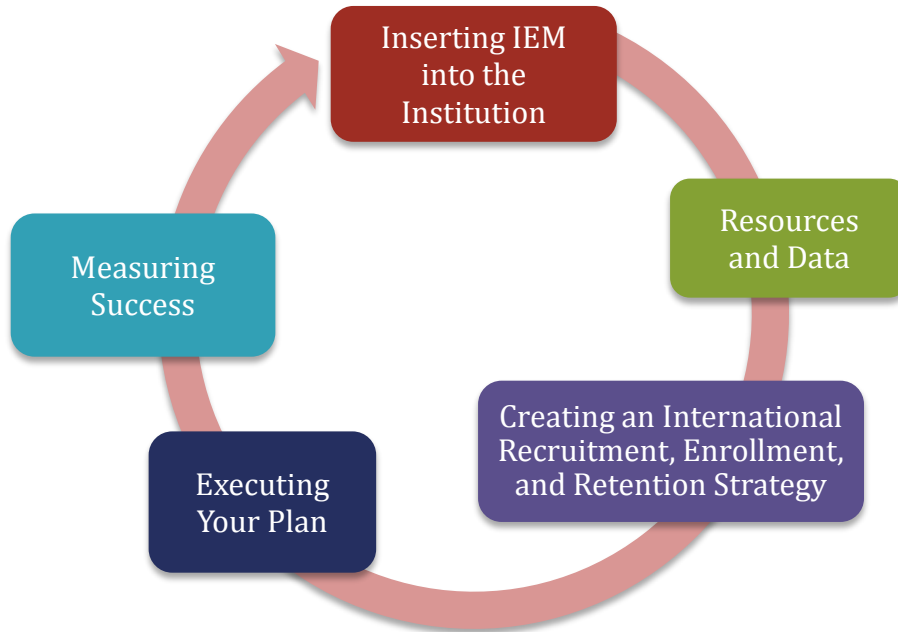


## ***International Enrollment Management (IEM): How to Win Friends and Influence People***

AIEA 2016 Conference – Montreal, Quebec, Canada

A Strategic International Enrollment Management (SIEM) strategy and plan provide a roadmap for intentional recruitment, enrollment, and retention of international students. Numerous barriers can get in the way of successfully developing and implementing such a plan.

### **SIEM Cycle**



### **Common Barriers to SIEM**

The first step to overcoming any barrier is identifying the actual barrier itself. Often, a barrier is not singular but rather includes multiple aspects. It is important to be as clear as possible what issue – and which of its aspects – you are trying to address before you begin to tackle it.

<b>Stated Barrier</b>	<b>Likely Underlying Barriers</b>
Insufficient budget and resource allocation (including staffing)	<ul style="list-style-type: none"> <li>• Lack of faculty and staff buy-in</li> <li>• Territorial issues among staff units</li> <li>• Lack of support or understanding from upper administration</li> <li>• Unclear connection to institutional mission and goals</li> </ul>
Uninformed or untrained staff	<ul style="list-style-type: none"> <li>• Insufficient budget and resource allocation</li> <li>• Lack of support or understanding from upper administration</li> <li>• Territorial issues among campus units and offices</li> </ul>
Un- or under-prepared students	<ul style="list-style-type: none"> <li>• Disagreement on, conflicting, or confusion around priorities</li> <li>• Insufficient budget and resource allocation</li> <li>• Lack of support or understanding from upper administration</li> </ul>
Communication challenges	<ul style="list-style-type: none"> <li>• Lack of support or understanding from upper administration</li> <li>• Territorial issues among campus units and offices</li> <li>• Lack of faculty and staff buy-in</li> </ul>
Focus on crises	<ul style="list-style-type: none"> <li>• Insufficient budget and resource allocation (short-staffed)</li> <li>• Lack of support from upper administration</li> <li>• Communication challenges</li> </ul>
Disagreement on, conflicting, or confusion around priorities	<ul style="list-style-type: none"> <li>• Often presents as territorial issues between campus units and offices</li> <li>• Lack of clarity from leadership</li> <li>• Lack of support or understanding from upper administration</li> <li>• Communication challenges</li> <li>• Lack of faculty and staff buy-in</li> </ul>

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### **Questions and Steps for Creating IEM Allies of Stakeholders**

Before you begin developing allies, you'll want to clarify, at least in your own mind, the impetus and apparent motivations for creating an SIEM plan (e.g., mandate to increase numbers of international students, mandate to increase diversity of student body, desire to be more intentional about recruitment overall or of international students specifically, etc.). Then identify which SIEM stakeholders you need to influence and for each one ...

- Articulate the outcome you want from your advocacy with this stakeholder (which barriers do you especially need to overcome)
  - Stakeholder's ability to articulate why IEM is important to the institution and their office / department / function
  - Change in mission, strategic plan, or policies
  - Change in organizational structure, resources, processes, or systems
  - Change in language used to talk about international students
  - Change in level of collaboration with your office
  - Change in programs or services for international students
  - Change in programs or services for faculty and staff regarding international students
  - Other: \_\_\_\_\_
- Identify what, if anything, the stakeholder believes they have to lose or gain from SIEM
- Note what has been successful and unsuccessful in past advocacy with this stakeholder
- Understand what is important to this stakeholder (budget, other numbers, student success, retention, campus brand, rankings, community engagement, diversity, academic quality, global perspective, etc.)
- Identify how SIEM and internationalization intersect with or influence their areas of interest
- Identify anyone else who needs to be on board in order to convince this stakeholder
- Determine what kind of information and material this stakeholder requires
  - Hard data (campus, national, international, other)
  - Financial information
  - Best practices from other institutions, including academic departments, as well as other campus units
  - Student / faculty / other campus unit's stories
- Gather the appropriate data and information needed to influence this stakeholder
  - Is there global data and information we can use? Where can we find it?
  - Is there national data and information we need? Where can we find it?
  - Is there regional and state data and information we can use? Where can we find it?
  - Is there campus-specific data and information we need? Where can we find it?
  - Are there regional and country-specific experts within your faculty and staff that you can tap?
- Present the information in the most appropriate form(s): elevator speech, executive summary, report, graphs, letters from students, etc.
- Deliver the information in the most effective way(s):
  - Special meeting where you bring written report
  - Email/written report followed by special meeting
  - Agenda item on a standing individual meeting
  - Agenda item on committee meeting
  - Invite students / faculty / others to meeting to speak and answer questions
  - Other: \_\_\_\_\_
- Decide how often you need to/can broach the subject to be effective but not annoying and add reminders to your schedule – remember that relationships need to be nurtured!

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### **Other IEM-related AIEA 2016 conference sessions**

*Monday:* New Approaches to Strategic Planning for Internationalization; Pathway Programs: What Should University Leaders Know?; Legal Issues Confronting SIOs; Course-based Masters As a Pathway to Reaching New International Student Audiences and Developing Capacity Building Partnerships Abroad; Institutional Prosperity or Social Responsibility?: Aligning the Goals of Internationalization and Global Citizenship; Internationalization Survey in Canada and in the United States: How Do SIOs Use the Data from National Surveys to Inform Their Internationalization Strategies?; Internationalizing the Campus Through Staff Development Opportunities; How to Address Labor Market Relevance and Career Preparedness for International Students; Project Atlas: The Value-add of Data-sharing

*Tuesday:* Are Pathway Programs the Right Fit for Your Institution?; The Collaborative Role of Student Affairs and Services in Comprehensive Internationalization; Digital Revolution: Maximizing Social Media Success in International Student Recruitment, Advising, and Retention

*Wednesday:* Metrics of International Student Success; Beyond Recruitment: A Holistic Approach to the International Student Experience

### **Connection Resources – find others to ask questions and share ideas**

AIEA 2016 Conference LinkedIn group – <https://www.linkedin.com/groups/7015086>

AIEA LinkedIn group – <https://www.linkedin.com/groups/4060235>

IEM discussion forum (NAFSA) – <http://www.nafsa.org/IEMdiscussions>

### **Advocacy/Influencing Resources – data, rationale, strategy, etc.**

American Association of Collegiate Registrars and Admissions Officers (AACRAO) - <http://www.aacrao.org/>

American International Recruitment Council (AIRC) – <http://www.airc-education.org>

EducationUSA – <https://educationusa.state.gov>

ICEF Monitor - <http://monitor.icef.com/> (free e-alerts on markets and trends in international student mobility)

IIE *Open Doors* – <http://www.iie.org/opendoors> (annual data on student mobility)

NAFSA’s International Student Economic Value Tool – <http://www.nafsa.org/economicvalue>

National Center for Education Statistics (NCES) – <https://nces.ed.gov>

Organisation for Economic Co-operation and Development (OECD) – <https://data.oecd.org>

University World News <http://universityworldnews.com> (worldwide student numbers forecast and more)

US Bureau for Labor Statistics – <http://www.bls.gov>

WES research reports and webinars - <http://www.wes.org/ras>

Your own campus’s institutional research office reports and data, along with regional and country experts

### **General IEM Resources – process, definitions, etc.**

IEM Knowledge Community (NAFSA) - <http://www.nafsa.org/IEM>

IEM Resources (NAFSA) - <http://www.nafsa.org/IEMresources>

*International Enrollment Management Strategic Planning* NAFSA e-Publication -

<http://www.nafsa.org/wcm/Product?prodid=376&catId=7>

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>

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### **Session Facilitators**

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

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### **Notes**