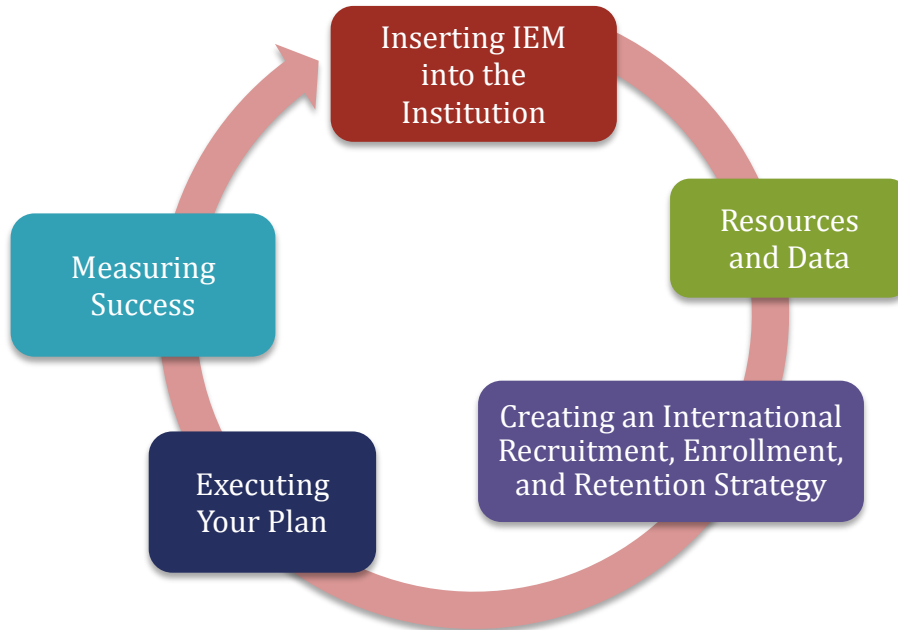## *How SIEM Data Can Inform Your Recruitment Efforts in Turbulent Times*

AIEA 2018 Conference – Washington, DC, USA

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

Inserting IEM into the Institution

Resources and Data

Creating an International Recruitment, Enrollment, and Retention Strategy

Executing Your Plan

Measuring Success

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.

Stated Barrier	Likely Underlying Barriers
Insufficient budget and resource allocation (including staffing)	• Lack of faculty and staff buy-in • Territorial issues among staff units • Lack of support or understanding from upper administration • Unclear connection to institutional mission and goals
Uninformed or untrained staff	• Insufficient budget and resource allocation • Lack of support or understanding from upper administration • Territorial issues among campus units and offices
Un- or under-prepared students	• Disagreement on, conflicting, or confusion around priorities • Insufficient budget and resource allocation • Lack of support or understanding from upper administration
Communication challenges	• Lack of support or understanding from upper administration • Territorial issues among campus units and offices • Lack of faculty and staff buy-in
Focus on crises	• Insufficient budget and resource allocation (short-staffed) • Lack of support from upper administration • Communication challenges
Disagreement on, conflicting, or confusion around priorities	• Often presents as territorial issues between campus units and offices • Lack of clarity from leadership • Lack of support or understanding from upper administration • Communication challenges • Lack of faculty and staff buy-in

How-To Questions & Steps

NOTE: Even if your campus does not yet have a formal Strategic International Enrollment Management (SIEM) plan, you can gather and analyze data to help inform recruitment and retention efforts and make the case for developing a plan.

☐ Clarify/revisit – at least for yourself – what **your institution's and your unit's goals** are for international student recruitment and retention (e.g., higher yield and lower attrition, more diversity of admitted students, more targeted recruitment, greater awareness of trends, improved academic success, faster identification of students in crisis, more time to prepare for specific cultural needs). If you haven't already, you might want to:

- ☐ Consider holding a meeting with your staff to listen to and discuss their ideas
- ☐ Check in with the President, Provost, and VP of Enrollment Management to be sure there is agreement on the institution's goals
- ☐ Strategize how to convey or test out these identified goals with other stakeholders.

☐ Consider how you will know if you've successfully met your goals? In other words, **convert those goals into measurable outcomes**. This is perhaps the most difficult step!

- ☐ What information/data will you need for this assessment (e.g., target recruitment locations, recruitment methods, application rates, admission offers, enrollment rates, transfer rates in and out, countries of origin and other demographics, disciplines, level of study, counseling numbers, persistence rates, GPAs, graduation rates)?
- ☐ What types of information are important to your stakeholders? What metrics will speak to them?
- ☐ What data will help you identify target populations, uncover gaps in knowledge and service, and inform decision-making around international student access, recruitment, retention, and continuing relationships?

☐ **Identify** which of the **data** that you need are already available to you.

☐ Reach out to people and units that can help you gather any data you cannot currently access (e.g., president/provost, VPs, deans, directors, faculty, institutional research, others).

☐ **Gather and review those metrics/data** you can currently access that will help you address – and later assess – your identified institutional and unit goals. **Don't wait** until you have everything, start with what you have!

- ☐ What is your admissions yield rate?
- ☐ Where are your students coming from?
- ☐ What percentage are graduating?
- ☐ What percentage are struggling academically or otherwise?
- ☐ Are there differences by gender, country of origin, discipline, etc.?
- ☐ What other questions do you need to answer for your assessment?

☐ **Document your current level of success** for each of the measurable outcomes you identified for your institution's and unit's goals. This is **your baseline**.

☐ Define how you (and your institution) would like to **change the picture** revealed by the review to better meet your goals. For this step, don't worry about HOW you will change them, just identify WHAT you would like to change.

☐ Now that you know where you currently stand and what you want to change, consider what and **how you can make those changes**. You will want to prioritize these changes. Consider which ones can be made quickly and which will take time; which will require funds and which just a change in process; which will require a shift in campus culture.

- ☐ Which changes do you have the authority and ability to make now, of course always considering which ones are best made by first gaining support!
- ☐ Which stakeholders' support will you require to make other changes you can see need to be made?
- ☐ For changes without an immediately-identifiable solution/approach, identify people you can include in discussions who will bring knowledge and creativity to the table (staff, faculty, students, colleagues from other institutions, etc.).

☐ **Implement the changes** you can and work toward solutions for those you cannot yet make.

☐ **Repeat!**

Other IEM-related AIEA 2018 conference sessions

Monday: Attracting International Students to the U.S.; The Confluence of Legal Issues, Public Policy, and Messaging for SIOs in Light of Executive Orders; A Cloudy Crystal Ball

Tuesday: Incentive-Based Compensation and International Student Recruitment; Impact of U.S. Immigration Policy on Student Mobility; Leveraging U.S. Government Resources in International Student Recruitment; Best Practices for International Student Success; Choosing Wisely; International Student Perceptions of Recruiting Agencies in U.S. Higher Education; Sponsored Student Programs in Uncertain Times; The Impacts of Global and Political Trends on Student Mobility and Enrollment

Wednesday: Data Wise Strategies for SIOs; Students Speak Out; The Role of the SIO in International Student Inclusion; University, Leadership, and Responsibility

Connection resources – find others to ask questions and share ideas

AIEA 2018 Conference LinkedIn group – https://www.linkedin.com/groups/12086656

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

IEM discussion forums (NAFSA) – http://www.nafsa.org/IEM

Resources for collaboration on recruitment and retention

The Center for Global Education's Innovative International Student Support Programming - http://globaled.us/internationalization/index.asp#introduction

Education Advisory Board - https://www.eab.com/about-us (membership organization)

Background resources on IEM – data, rationale, strategy, research, etc.

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

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

DrEducation – http://www.dreducation.com (international education trends, data, and research)

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 (resources and discussion forums)

International Enrollment Management Strategic Planning NAFSA e-Publication - https://shop.nafsa.org/detail.aspx?id=110E

National Association for College Admissions Counseling (NACAC) - www.nacacnet.org

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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