Strategic Enrollment Management

Developing a Comprehensive Approach

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with the assistance of

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Linfield College’s Collaborative Model

Linfield College is a private, 4-year liberal arts college with a population of approximately 100 international students among 1700 undergraduate students.

- At Linfield, the International Programs Office is a branch of academic affairs.

- The office collaborates closely with the Office of Admissions, which is a part of enrollment services, and also with Student Services.
A Study in Enrollment Management Models

Last year, for the NAFSA Annual conference in Vancouver, we conducted a survey to find examples of collaborative models of enrollment management.

• **Goal #1**: Discover how offices are working together to develop a comprehensive approach that encompasses international recruitment, retention, and reentry

• **Goal #2**: Provide insight for institutions seeking to develop a comprehensive international enrollment strategy
Who participated in the survey?

A KCISSS work plan priority in 2011, the survey was posted on the NAFSA KCISSS and RAP networks and sent to 102 recipients at 80+ institutions, of all types and sizes, in NAFSA’s 11 regions. The survey was sent out 5 times over a 3 month period.

• More private than public schools responded, but overall a range of school sizes (less than 5000 students – 40,000+)

• Respondents held different positions from International Student Advisor to Vice President

• Participants were asked questions about their institution’s organizational structure, the services they provide, and the interaction between offices
What did we learn from the survey?

How offices worked together in participating institutions could be classified primarily in three models.

1) Separate Entities and Functions: Limited or No Collaboration

- Office of Admission: Recruiting
- ISSS: Retention and Re-Entry
- Student Services
2) Separate Entities: Share Information and Divide Responsibilities

Ex. After students are admitted, International Programs deals with immigration processing of admitted students and coordinating housing with student services.
3) Collaborate to Determine Goals and Share Responsibilities

Ex. Part of institution’s strategic plans, regular and on-going collaboration
Group Exercise

• Discuss the enrollment model currently in use at your institution.
  – How well does it work?
  – What changes would you make?

• If you don’t already have one, which of these models would you choose to use?
  – What do you hope to accomplish?
  – How would you get started?
Successful Aspects of Enrollment Strategies

According to survey responses, certain aspects of enrollment strategies have proven successful.

- Comprehensive Support Services
- Connect Students to Resources
- Establish Relationships Abroad
- Coordination Between Offices
Common Challenges

According to survey responses, some aspects of enrollment strategies have continuously provided a challenge, including:

- Lack of resources
- Academic difficulty and/or isolation
- Conflicting policies
- Lack of institutional support
Resource

• “Comprehensive Strategic International Enrollment Management: Recruitment, Retention, and Reentry”

• http://www.nafsa.org/groups/files.aspx?groupid=9

• NAFSA Knowledge Community Networks and Resources
  • Knowledge Community for International Student and Scholar Services (KCISSS)
    • International Student Advising Resources
A Summary of Best Practices

Based on the audience response to last year’s presentation, we invited a number of universities to share practices that have proven to be successful in their schools.

**Goal #1**: Identify which practices are effective regardless of institutional model

**Goal #2**: Discover how schools implement these strategies in a more challenging economic time
Thank You to the Contributors
(in alphabetical order by university)

Binghamton University (SUYN)
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University of Portland
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Chanya Allen

Washington State University
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Willamette University
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Best Practices on Different Campuses

Coordinate and Collaborate
(BU, Lewis, MSU, OSU, UC, UNM, UP, WU)

– Establish support from the top
– Identify core partners
– Implement, plan, and set clear benchmarks for measuring success
– Share resources
– Open communication
– Interoffice staff committees and support groups
Personalize Admission Experiences & Promote Positive Interactions (ECC, RU, WSU, WU)

– Know the target group and establish services
– Let students know they are valued
– Focus on hospitality
– Communicate with students regularly
Utilize Current Students to Recruit
(Lewis, RU, WSU)

– Recognize the strength of word of mouth
– Encourage students to recruit in their home countries
– Stay in contact with counselors and provide updates
Continue Effective Recruitment Practices
(BU, ECC, LCC, Lewis, MSU, OSU, RU, UNM, UP, WU)

– Give positive, personal attention
– Monitor student progress and review
– Evaluate the success of your program
– Solicit feedback
Facilitate the Transition to Campus Life
(BU, MSU, RU, UNM, UW, WSU)

– Develop online pre-arrival orientation
– Prepare the community to welcome international students
– Provide effective orientation
– Conduct follow-up meetings
Ensure Academic Success
(BU, ECC, LCC, MSU, RU, UC, UNM, UP, WSU, WU)

– Strengthen academic advising
– Enhance understanding of the US educational system
– Implement academic support programs
– Develop language and acculturation courses
– Provide additional resources
Improve Student Support
(BU, ECC, LCC, MSU, OSU, RU, UC, UNM, UP, UW, WSU, WU)

- Examine office resources and online accessibility
- Reach out to students
- Offer informational workshops
- Ensure access to advisors, learning support services, and tutors
Promote Campus and Community Engagement
(ECC, Lewis, MSU, RU, UNM, UP, WSU, WU)

– Encourage and facilitate participation
– Provide job-seeking workshops and tools
– Create and support ongoing events and activities
Next Step: Resources

In preparing this presentation, we created two additional resources:

A Summary of Best Practices
   -Summarized responses arranged by institution

Successful Strategies for Recruitment and Retention
   -A synthesis of suggestions and best practices from participating institutions

Through June 30th, visit www.nafsa.org/conferenceconnection for access.

After June 30th, visit www.nafsa.org/ac12handouts or KCISSS networks’ resource library
Welcome input and suggestions:

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