

International Enrollment Management Resources
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Selected Internationalization Resources

NAFSA: Association of International Educators website links on internationalization:

www.nafsa.org/internationalization

International Education Leadership Knowledge Community:

The link includes resources for comprehensive internationalization, leading internationalization, and assessing and evaluating internationalization.

Teaching, Learning, and Scholarship Knowledge Community:

This link includes numerous resources including engaging faculty and internationalizing the curriculum.

Green, M. F., Luu, D., & Burris, B. (2008). *Mapping internationalization on U.S. Campuses: 2008 edition*. Washington, D. C.: American Council on Education.

This report provides data from a 2006 survey of 2700 colleges and universities on their commitment to internationalization and the structural forms it takes on various campuses. The report also identifies gaps in the goal to internationalize and compares results with the original 2001 survey. Additionally, the report provides comparisons across institution types.

Hudzik, J. K. (2010). *Comprehensive internationalization: From call to action*. A report of the NAFSA: Association of International Educators Task Force on Internationalization. Washington, D.C. www.nafsa.org/internationalization

This comprehensive resource by former NAFSA President John Huzik resource provides rationale for moving to the term “comprehensive internationalization” within higher education. Sections include defining internationalization, goals, motives, and rationale for comprehensive internationalization, and understanding options and scope of internationalization. Additionally, the report covers pre-requisites for successful initiation and implementation of internationalization along with barriers and challenges. Finally, the report provides a call to action.

NASULGC (2004). *A Call to Leadership: The Presidential role in internationalizing the university*. A report of the NASULGC Task Force on International Education. <http://www.aplu.org/NetCommunity/Document.Doc?id=340>

This report focuses on the leadership role within internationalization and includes creating a transforming vision, advocacy, and leadership action strategies.

International Enrollment Management Selected Resources

NAFSA: Association of International Educators. International Enrollment Management Resources, www.nafsa.org/IEMresources

NAFSA's current resources on IEM are located at the above link. Resources are continually being added.

Black, J. (Ed.), (2010). *Strategic enrolment intelligence: Canada's first book on strategic enrolment management*. Academica Group: London, ON, www.academicagroup.ca

This is a comprehensive resource about the Canadian post-secondary enrolment landscape, including issues, challenges, and strategies for action. The resource includes discussion of enrolment of international students as part of the overall Canadian post-secondary environment.

Gregori-Gahan, H., Levinson, E., Soohoo-Refaei, S., & Thompson, K. (2011, May). *Comprehensive strategic international enrollment management: Recruitment, retention, and re-entry*. Session presented at the meeting of NAFSA: Association of International Educators, Vancouver, Canada.

This resource contains two power points from a conference session in Vancouver. The first part presents results of a survey conducted by Linfield College. The survey looked at organizational practices of a variety of institutions related to IEM in order to discover collaborative strategies that encompass all three parts of IEM. The second power point involves a case study of effective collaboration between the international admissions and international students and scholars offices at American University.

Heaney, L. (Ed.). (2009). *NAFSA's guide to international student recruitment* (2nd ed.). Washington, D.C.: NAFSA: Association of International Educators.

This updated guide provides a comprehensive overview of all aspects of international student recruitment, including creating a plan, advertising and marketing, and recruitment options and strategies, working with agents, and return on investment.

Levinson, E. (2009). Building an IEM strategic plan: Questions to ask before you begin! Retrieved April 27, 2010, from www.nafsa.org/IEMresources

This resource covers key questions to ask to assist in building an IEM strategic plan customized to an individual institution.

NAFSA (2011). International enrollment supplement. Sept/Oct 2011 *International Educator*. [www. http://www.nafsa.org/ /File/ /ie_sepoct11_supp_360.pdf](http://www.nafsa.org/File/ie_sepoct11_supp_360.pdf).

This IE supplement focuses on international enrollment management and includes two articles: *A 360° View*, which focuses on a holistic approach to IEM (see above link), and *Making the Numbers Work*, which focuses on the use of research and data.

Sinclair, J. A. (2010). *International enrollment management: Framing the conversation*. NAFSA: Association of International Educators: Washington, D. C.
www.nafsa.org/IEMresources

This conceptual paper provides a definition of international enrollment management and provides discussion of key environmental and institutional factors, advocacy and decision making and evaluation.

Williams, D., Baxton, M., & Watkins, R. (Eds.). (2010). *The AACRAO international guide: A resource for international education professionals*. Washington, D. C.: American Association of Collegiate Registrars and Admissions Officers.

This updated, comprehensive guide provides resources on numerous aspects of international education, including international student recruitment and admissions. Additionally the updated guide has a section on the international aspects of enrollment management, including the importance of conducting market and institutional research.

Data Collection Selected Resources

Council of Graduate Schools Research Reports (COGS).
<http://www.cgsnet.org/Default.aspx?tabid=172>

Bi-annual research reports since 2004 taken from surveys of COGS member institutions on graduate student applications, admissions, and enrollment numbers in the U.S.

Institute of International Education resources:

Open Doors 2010 Report. New York: Institute of International Education.
<http://www.iie.org/en/Research-and-Publications/Open-Doors>

Atlas of Student Mobility (2011). New York: Institute of International Education.
<http://atlas.iienetwork.org/>

Student Mobility and the Internationalization of Higher Education: National Policies and Strategies from Six World Regions, A Project Atlas Report

International Students and Global Mobility in Higher Education: National Trends and New Directions, Published by Palgrave Macmillan

Who Goes Where and Why? An Overview and Analysis of Global Educational Mobility

Student Insight, British Council Education Intelligence.
www.britishcouncil.org/ihe/educationintelligence

This report, based on surveys done since 2007, provides data on factors affecting student choice and includes data from students in a number of different countries. Other available reports include *Global Gauge*, *Country Briefs*, and *Students in Motion*.

There are many organizations providing data on worldwide student mobility.

Return on Investment (ROI) Selected Resources:

Heaney, L. (Ed.). (2009). *NAFSA's guide to international student recruitment* (2nd ed.). Washington, D.C.: NAFSA: Association of International Educators.

The chapter on ROI includes a discussion of calculating return on investment and the factors involved.

Yam, R., Darrup-Boyckuck, C., McKown, T. (2007). *Return on investment in international recruitment: A qualitative study*. NAFSA: Association of International Educators, Region IV Conference, Minneapolis, Minnesota, May 31, 2007.
<http://www.USjournal.com/en/educators/erecruit/10/ROI.ppt>

This conference presentation covers how to measure the results of an international promotional campaign, examples of how different campuses measure their results, and identifying trends in measuring ROI.

Return on Investment Case Studies:

<http://www.USjournal.com/en/educators/erecruit/10/ROIcaseBigPic.pdf>
<http://www.USjournal.com/en/educators/erecruit/10/ROIcaseESL.pdf>
<http://www.USjournal.com/en/educators/erecruit/10/ROIcaseHybridKR.pdf>
<http://www.USjournal.com/en/educators/erecruit/10/ROIcaseTranslations.pdf>