



Leaders in International Higher Education

## 2022 ANNUAL CONFERENCE

*Why the Internationalization of  
Higher Education Still Matters*

# **Models for Structuring an International Office to Foster Diversity, Inclusion, and Retention**

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- Sarah J. Malcolm, Kent State University
- Kerry Stamp, Vassar College

# Background

# Central Washington University

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- Regional Comprehensive
- Rural with urban centers
- Located in six community colleges
- 400 international students, 250 study abroad and 400 international virtual exchange participants



# Kent State University

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- Northeast Ohio
- Close to mid-sized metropolitan areas
- Many universities and community colleges within 50 miles
- 1500 international students
- 1200 students abroad/year, largest American program in Florence



# Vassar College

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- 2 hours north of New York City
- Residential liberal arts college
- 2500 undergraduate students/150 international students/275 students abroad/year
- Small international education team
- High cost of living in area



# International Education Landscape

# How has international education changed in the last decade?



Key component of strategic plan



Critical to enrollment management in varying ways



Study abroad is an expectation for more students

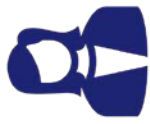


Inclusion is a priority

# Recruitment of Staff



# Common Recruitment Challenges



High skilled  
jobs/low wages



Lack of  
Advancement  
Opportunities



Turnover

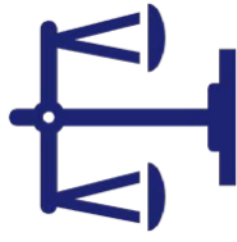


Location



Cost of Living

# Changing World/Changing Challenges



Limited HR Resources  
for Low Profile Positions



Remote and Flexible  
Work Policies (or lack of)



Attracting Diverse Talent

# Responsibility for Inclusion As Leaders



Job descriptions skills  
vs. inflexible  
requirements



Advertising for open  
positions



Search committee  
processes



Search committee  
make-up

# **Specific DEI Initiatives**

- **Ohio International Consortium (OIC) workshop series**
- **Washington's new bill: Requiring DEI, and antiracism training and assessments**
- **CWU's Extended and Global Education's DEI initiatives**
- **Vassar College Engaged Pluralism Initiative**

# Staff Retention

# Structure of the Office/Team

- Define your needs
- Start with ideal structure
- Where can you get support/buy-in for change?
- Involvement around the university
- Interaction with stakeholders

# Kent State Step Promotions

## Assistant Director & Above

- Search required
- Presentation to stakeholders

## Senior Advisor/Counselor

- Promotion-2 years
- Must meet objectives

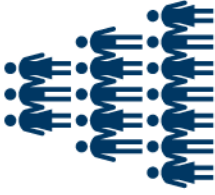
## Advisor Counselor

- Entry Level

# Professional Development



Coaching/Mentoring



Inclusion  
training/workshops



DEI infused in all staff  
trainings and  
development plans



Site visits,  
conferences



# Questions/Discussion