



**Association of International Education Administrators**  
*Leaders in International Higher Education*

**At University of Colorado-Colorado Springs, our international office is restructuring in order to serve students better. We are considering moving International Admissions to the international office, where international recruitment is also located. If your institution has such a structure, can you let me know how well it works, what the relationship is between International Admissions and Domestic Admissions, and if there are any pitfalls?**

*Anthony J. Shull, Executive Director of International Affairs  
University of Colorado – Colorado Springs*

Anthony,

We do have a centralized office --international recruitment, admissions, student and scholar services, ESL, marketing, and study abroad. It makes a lot of sense for us and has significantly reduced the international student application times. Interoffice communication has improved significantly, too, as well as resource sharing. In fact, I am in the process of merging recruitment into admissions for better integration. They are separate units within the Institute and now they will become the Office of International Enrollment Management.

As far as domestic admissions are concerned, the Associate Director for Intl Enrollment Management (as well as one of the international recruiters) serves on the University's enrollment management committee. It is mostly for information sharing. We do help with undocumented students but, since they are treated as domestic students, our role is minimal.

Murray State University

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Anthony,

We reorganized this year and it is working out well. Patti Trent is the director of international admissions and can answer your question about relationship to admission office.

Longwood University

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Anthony,

At DePaul our International Admission office is under the International Programs umbrella. It was moved from the university's larger admission unit and is now housed under the same umbrella as Study Abroad, International Student Services, English Language Academy.

Challenges: Limited and sometimes strained access to university systems for admission processing; university systems not designed for handling international data (phone numbers, addresses) and this is controlled external to our office. We are at the mercy of those systems which has been a dis-service to our students in several instances.

Advantages: Resources for recruitment more readily available; all units combine to advocate for services to our international student population; cleaner processing and admission for our inbound exchange students; International Recruitment did not exist historically at DePaul and only since pulling IA into the International Programs umbrella has it been able to take on recruitment in a more consistent way.

I would not change our structure, but if you are embarking on this kind of structure, I would recommend doing as much work as you can to maintain a positive relationship and sense of mutual connection between your International Admission office and the larger admission offices at your institution. The challenges I list above existed prior to moving IA out, but now they are working from the outside instead of within to address them.

If you have specific questions that arise, let me know and I can try to connect you with colleagues here who may be able to help, if I don't have those answers.

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Hi Anthony,

At Thompson Rivers University, we used to have a gentleman's agreement with the Registrar's office that International Admissions receive work priority guidance from the International office where international marketing and recruitment are centralized, but are housed at the Registrar's office. It worked out quite well as it allowed international admissions to be connected with domestic admissions on program policy issues yet the structure allowed the international marketing and recruitment to direct priorities. However this later changed.

Finally, the President made the decision to move the International Admissions team to report directly to my office on a trial basis (one year period). All I can report is that it took us less than two months to sort out our priorities and catch up with the backlogged files.

Things are returning to normal. We have one International Admissions representative to attend the weekly domestic admissions meeting to maintain the link. The two offices are still side by side. We are able to adjust priorities to address the market change. I am pleased with the result. We intend to continue improving the process. I hope this is helpful for you.

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Dear Anthony,

I am writing in regard to your message below which was forwarded to me. International Admissions & Recruitment is part of the Center for International Education at Northern Arizona University.

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Anthony,

At SUNY Brockport we have been under a new model for a little over a year. International Recruitment has moved into the International Education Office and reports to me. Theoretically, international admissions makes the admissions decisions. From a practical perspective, my office makes the admissions decisions in most cases. We ask the Director of Admissions for advice in some cases.

We believe that there is fine support and lines of communication between International Education and the Admissions Department, but we are the ones trying to build new international relationships, and the ones making most of the day to day decisions.

There are not any long-lasting pitfalls if you are working with the right people under any structure. There are plenty of logistical pitfalls if you are trying to use the same enrollment management system and the system is not set up to handle international communication flows. Another problem we face is who enters application data when it arrives.

The major reason to move into the new structure though is to provide the unique care and more rapid response times that are needed internationally.

Best Wishes!