1. Research Questions

1. What were the knowledge and skill, motivational, and organizational causes preventing International Student Department (ISD) of Chinese Culture University from increasing international student enrollments to 400 undergraduate and graduate students in July 2016?

2. What were the knowledge and skill, motivational, and organizational solutions to these causes?

2. Key Literature

- Gap Analysis Framework (Clark & Estes, 2008)
- Globalization (Knight, 2004)
- A taxonomy for learning, teaching, and accessing (Anderson, Krathwohl, & Bloom, 2001)
- Strategy planning to change (Kezar, 2014)
- Strategic positioning (Porter, 1996)

3. Methods and Data Analysis: An Inside Look

A mixed-method approach:

1. Survey: 15 International Student Department employees (40 items, 100% response rate)
2. Interview: 8 managers (8 questions, 100%)
3. Document analysis -- 3 documents (Marketing tools, organizational chart, budget)

4. Significance & Findings

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Motivation</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of factual, procedural, metacognitive</td>
<td>No recruiting goal</td>
<td>Lack of: Leadership support, resources, strategic plan, international environment on campus</td>
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<tr>
<td>knowledge:</td>
<td></td>
<td></td>
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<tr>
<td>- Countries to go</td>
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<tr>
<td>- Available connection, assistance, models</td>
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<tr>
<td>- How to start recruiting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Recruiting methods, strategies</td>
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</tr>
</tbody>
</table>

5. Solutions

6. Areas for Future Research

1. International student recruitment by other public or private Taiwanese universities.
2. Gap analysis conducted on other stakeholders.
3. Effectiveness of different recruiting strategies.
4. Modify survey questions

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**Strategic Planning Process & Recruiting Activities**

**Strategy Initiation (Oct 2015)**

- Vision, mission, values, goals, task values, leadership support, environment analysis

**Evaluation (Oct 2015 – Aug 2016)**

- **Level 1**: Survey at session (Oct – Dec 2015)
- **Level 2**: Checklist at Strategy Initiation and Formulation; individual plan; survey (Oct – Dec 2015)
- **Level 3**: Recruiting (Jan-Jun 2016)
- **Level 4**: Outcome review (Aug 2016)

**Strategy Formulation (Nov – Dec 2015)**

1. Recruiting plan (arena, vehicles, differentiators, staging, economic logic),
2. Resource optimization,
3. International environment
4. Accountability system

**Recruiting Activities (Jan – Aug 2016)**

1. Recruiting activities based on strategic plan (Jan – Jun 2016)
2. Recruiting outcome review (Aug 2016)

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