



# Middlebury Institute of International Studies at Monterey

Graduate School of International Policy & Management

## Course Syllabus – Fall 2018

### IEMG 8520 Marketing and Recruiting for International Education, 3 credits

<b>Section A:</b> Monday and Wednesday, 4:00 – 5:50pm, Casa Fuente 452	<b>Section B:</b> Tuesday and Thursday, 4:00 – 5:50pm, Casa Fuente 434
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Dr. David Wick, [dwick@miis.edu](mailto:dwick@miis.edu), (831) 647-4176, Casa Fuente 300G  
Office hours Mondays 11:00 – 1:00, Thursdays 9:00 – 11:00  
Students may also use Outlook scheduling to find a time and request a meeting.

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#### COURSE DESCRIPTION

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This course introduces the fundamental essentials of marketing and recruiting as a managerial process. Students who complete the course will understand how to make decisions as managers in educational organizations (as well as similar mission-driven organizations). These decisions will center on the creation and execution of marketing and recruiting strategies that align with the organization's goals and mission. This decision-making process includes understanding how to identify and evaluate target market opportunities, define and articulate a value proposition, and develop a promotional strategy that takes into consideration competitors, budgets, and price sensitivities of the target market.

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#### COURSE OBJECTIVES

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##### Knowledge:

- Recognize the central role that mission and values play in recruiting and marketing for international education programming
- Leveraging data to create and execute insight-driven marketing for a particular goal
- Describe the 3 “Cs” of marketing and the focus on the customer
- Create and explain a marketing value proposition
- Articulate the four “Ps” of marketing within a recruitment and marketing plan

##### Skills:

- Develop and practice clear and concise business writing
- Evaluate and segment a market
- Practice presentation skills necessary including elevator pitches and professional presentations
- Create a recruitment and marketing plan with realistic promotional strategies
- Identify ways in which data can be utilized to assess and evaluate marketing and recruiting strategies
- Hone collaborative skills necessary for successful group work

##### Attitudes:

- Embody empathy for all stakeholders, including but not limited to peers, group members, the professors, the teaching assistant, the learning partner(s), and most importantly, the target market.
- Demonstrate perseverance for developing a recruitment and marketing plan that meets the needs of the target market (and learning partner).
- Embody a collaborative spirit with peers, group members, the professor, and the learning partner.
- Practice agility and adaptability with the iterative nature of project-based course

### Required Text:

**There are no texts required for purchase for this class. All materials will be available on Canvas.** Students do not need to bring laptops to class, however, at times group work may benefit from each group having one or two laptops.

### Canvas Access:

To access the course Canvas site visit <http://go.miis.edu/canvas> and log in with your miis.edu username and password (the same you would use to login to your MIIS email and network account).

Once logged in, you will see on the left your "**Semester Dashboard**" which includes links to all course listings that you are registered for. Click on the link for "IEMG 8520A or IEMG 8520B." You will be automatically logged into the Canvas site with access to course materials, and other important course related information.

If you have difficulty accessing Course Hub or Canvas for this or any other course please contact the MIIS Help Desk at [helpdesk@miis.edu](mailto:helpdesk@miis.edu) with details about your problem

### Optional Texts:

*NAFSA's Guide to International Student Recruitment*, 3<sup>rd</sup> edition, 2017, Edited by Jessica Black Sandberg, 2017, 292 pages

ISBN 9781942719120

Published by NAFSA, Washington, DC

Westman, C. & Bouman, P. (2005). *AACRAO's Basic Guide to Enrollment Management*. Washington DC: AACRAO

Zemach-Bersin, T. (2009). Selling the world: Study abroad marketing and the privatization of global citizenship. In Lewin, R. (Ed.) *The handbook of practice and research and the quest for global citizenship* (pages p303-320). New York, Routledge.

*Suggested Readings will be posted on Canvas throughout the semester*

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## METHODOLOGY

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Students will work in a group of four to five students for the duration of the semester. Each group will create a marketing and recruiting plan for a real organization ("learning partner"). This learning partner project will be the platform for all assignments and each assignment will be a building block to the final deliverable.

The course requires student participation by design. Class sessions will include group activities and discussions, and lectures given by the instructor or guest speakers. Students are expected to be prepared for each class i.e. complete all readings and assignments and be ready to discuss readings in general and light of their group project.

The philosophy of this class is that all ideas are valid and important. Students must provide each other the opportunity to share ideas and analyze issues facing international educators who have recruiting and marketing responsibilities. Each student's participation enhances the learning environment for everyone in the classroom, including students, professors, and guest lecturers.

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## ACADEMIC CONDUCT

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In addition to professional dialogue in the classroom, professional behavior is also expected, including a demonstrated ability to engage in the course without distraction. All students will be held to all policies and procedures listed in the most current Policies and Standards Manual (PSM). This includes but is not limited to our Student Honor Code and regulations on plagiarism. A complete copy of the Policies and Standards Manual (PSM) can be found online at <http://go.miis.edu/policies>.

**Self-Plagiarism:** Re-use of a student's work, in part or in its entirety, for another course without the express permission of the course instructor may be considered a form of plagiarism.

**Use of cell phones, laptops or other electronic devices:** Please ensure cell phones are silenced before the start of class. Laptops, tablets, and other electronic devices are not to be used for purposes unrelated to the class. Texting, checking email, and browsing web and social media sites are considered purposes unrelated to the class. If this policy is not followed, the offending student may be asked to leave the class and their grade will be lowered.

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## POLICY FOR STUDENT DISABILITY ACCOMMODATIONS

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Students with documented disabilities who believe that they may need accommodations in class are encouraged to contact Assistant Dean of Student Services, Ashley Arrocha, as early in the semester as possible to ensure that such accommodations are implemented in a timely manner. Assistance is available to eligible students through the Office of Student Services. Please contact [aarrocha@miis.edu](mailto:aarrocha@miis.edu) or 831-647-4654 for more information. All discussions will remain confidential.

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## REQUIREMENTS

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**Expected Writing Style (assignments):**

The writing style in this course is business writing, which means a "plain-language" style that is clear and succinct. The writing for each assignment should be understood by anyone with a high school education, and could be easily skimmed. Elements of business writing include short paragraphs, with the first sentence including the main points; headers to indicate new sections; tables and figures that allow complicated information to be displayed concisely. In one of our early classes will review resources on business writing and practice this style of writing.

**Attendance and Participation:**

Active participation in class discussions and activities is essential for individual student learning. Students are expected to be prepared to discuss readings and assignments and to engage each other in meaningful discussions. Students are expected to attend each class session. Please contact the professor to seek approval for potential absences as far in advance as possible (students may be able to participate remotely via Zoom, alternately, additional work may be assigned to make up for absences). Unexcused absences and a lack of participation will negatively affect grades.

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**TOPICS & GRADING**

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Your grade will be based on the following criteria. Detailed descriptions and grade rubrics for each assignment are included on Canvas. Groups will use assignments and feedback from the class and the professor to help create and refine the final presentation and plan. Grading for this course will follow the MIIS grading policies, which can be found here:

<https://www.middlebury.edu/institute/sites/www.middlebury.edu.institute/files/2018-01/Policy%20%26%20Standards%20Manual%20%28PSM%29%20Final%202017.pdf>

<b>Assignment</b>	<b>%</b>	<b>Type</b>
<i><b>Presentations (27.5%)</b></i>		
Elevator pitch	5%	Individual
Recruitment fair	5%	Group
Lead flow presentation	7.5%	Group
Final presentation on plan	10%	Group
<i><b>Written (62.5%)</b></i>		
Market: segmentation and targeting I	5%	Individual
Value proposition I	5%	Individual
Market: Segmentation, targeting, and value proposition II	5%	Group
Company: SWOT / TOWS	10%	Group
Competition: Competitor analysis	10%	Group
Lead flow plan	7.5%	Group
Tactics: Promotion strategy	10%	Group
Final Recruitment and Marketing Plan	10%	Group
<i><b>Participation (10%)</b></i>		
Attendance and class participation	5%	Individual
Marketing & recruiting article	1%	Individual
Group dynamics feedback form I	1%	Individual
Class feedback form I	1%	Individual
Group dynamics feedback form II	1%	Individual
Class feedback form II	1%	Individual
<b>TOTAL</b>	<b>100%</b>	

**Note on Project Teams:** All students are expected to fully and equally contribute to group work, and should seek to coordinate schedules, plan regular meetings, develop group norms and establish constructive communication early in the term. In the event of conflict, teams should make effort to directly address challenges within the group before seeking assistance from the professor. The instructor reserves the right to seek feedback from learning partners, reassign teams, assign individual project work and/or individual grades as necessary for successful completion of the course. Feedback will be collected about participation of all individuals from team members and learning partners and considered in final grading.

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**SCHEDULE: TOPICS, READINGS, & ASSIGNMENTS**

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For details on key dates, class topics, readings, and assignments see Canvas.