The International Recruitment Landscape: Adjusting Strategies in a Shifting Marketplace

Melanie Gottlieb, AACRAO Elizabeth Graham, U.S. Department of Commerce Staci Bernhard, Florida International University





In this session we will:

- Gain an understanding of the factors impacting the international recruitment landscape
- Learn of several initiatives that could support recruitment strategy
- Identify key (and overlooked) best practices
- Learn shared challenges and effective strategies from session participants



Agenda

- Overview of the International Recruitment and Marketing Landscape
- Global Trends to Consider
 - Global Recognition Convention
- US Commercial Service
 - Recruitment supports
 - National Strategies
- Best Practices to Keep in Mind

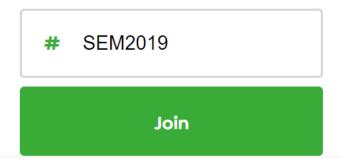


Live Polling



Navigate to sli.do and enter the code to join the anonymous poll

Joining an event?





INSIDE

International Student Numbers in U.S. Decline Hurdles Under Trump

By Elizabeth Redden // April 23, 2019

11 COMMENTS Q

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Forbes

Trump)

International Students Fac

Mone

Leadership

The Real Reason International Students

Are Fleeing U.S. Colleges (It's Not

Administration Policy

Why are international students turning their back on American colleges?

Published: Feb 7, 2019 9:34 a.m. FT



The number of overseas students coming to the U.S. for grad school declined for the second v

WORLD NEWS NOVEMBER 13, 2018 / 12:11 AM / A YEAR AGO

Fewer foreign students coming to United States for second year in row:

"@" PRI

Global Nation Education

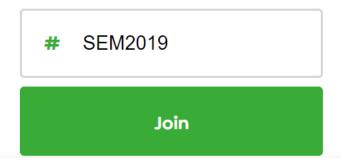
Visa rules are restricting the future of international students in the US

Live Polling

How are we feeling about our international recruitment strategy these days?



Joining an event?





Live Polling

What is your level of experience in international recruitment and marketing?



Joining an event?

#	SEM2019
	Join

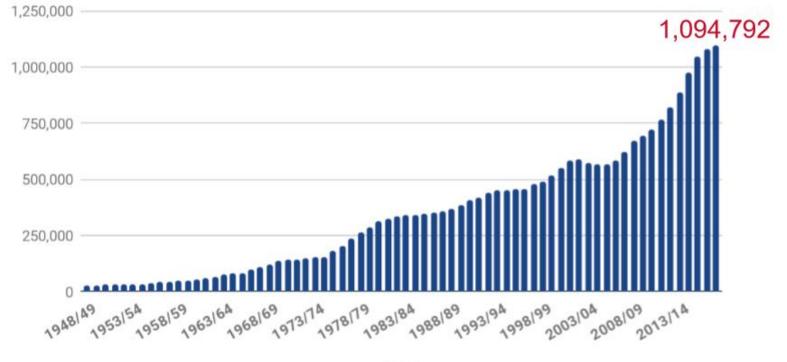


International Recruitment Today: The Context

Open Doors[®] research on international educational exchange is conducted annually by the Institute of International Education with the support of the Bureau of Educational and Cultural Affairs of the U.S. Department of State.

Online at: <u>www.iie.org/opendoors</u>

Total International Students in the U.S. 1948/49 - 2017/18



Year

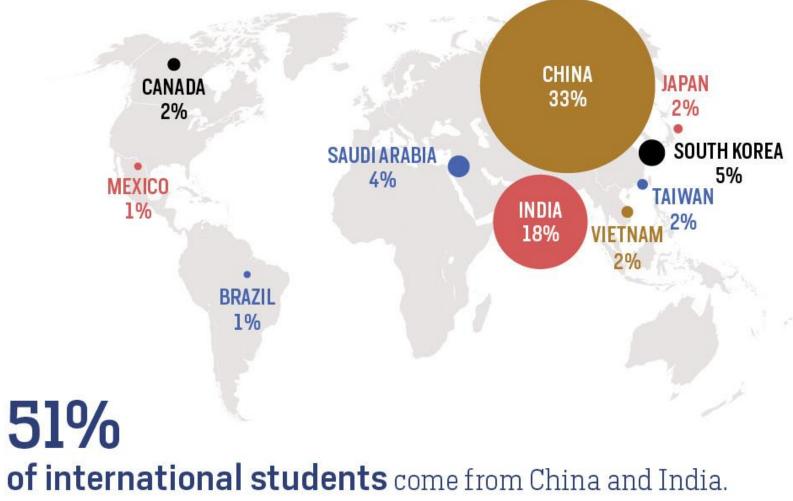
Economic Impact in 2018:\$45 billion





Institute of International Education. (2018). "International Student Enrollment Trends, 1948/49-2017/19." Open Doors Report on International Educational Exchange. Retrieved from https://www.iie.org/opendoors educationusa.state.gov

TOP TEN PLACES OF ORIGIN OF INTERNATIONAL STUDENTS



Open Doors is conducted by the Institute of International Education with the support of the Bureau of Educational and Cultural Affairs of the U.S. Department of State. **Online at: www.iie.org/opendoors**

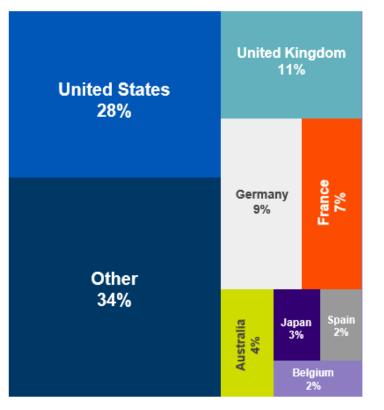


The 2019 *Open Doors* Annual Data Release will be held on Nov 18th

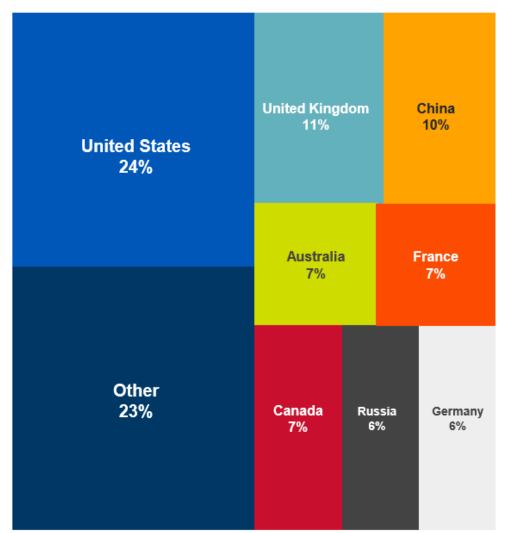
AACRAO

GLOBAL COMPETITION FOR INTERNATIONAL STUDENTS

2001: 2.1 million students worldwide



2017: 4.6 million students worldwide

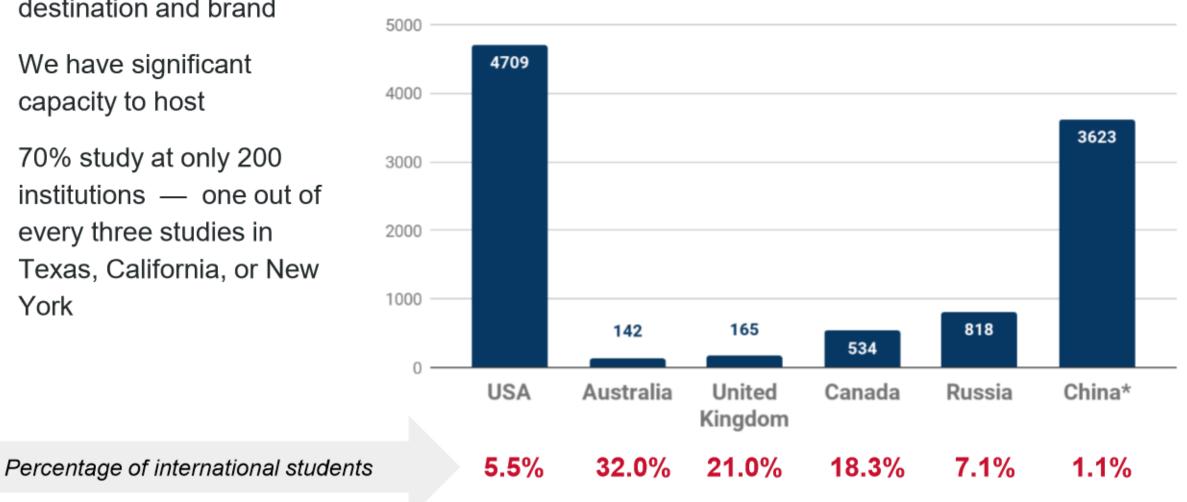


Source: Institute of International Education, Project Atlas; A.T. Kearney analysis



- U.S. remains top ۲ destination and brand
- We have significant capacity to host
- 70% study at only 200 institutions — one out of every three studies in Texas, California, or New York

Number of Higher Education Institutions



Source: Project Atlas 2018, *2015

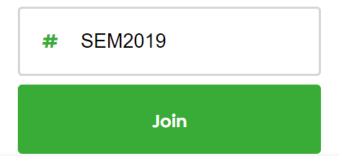
CRAO

Live Polling

slido

What is your level of knowledge about the Global Recognition Convention (GRC)?

Joining an event?





The Global Recognition Convention: What is it?

- Strengthen and promote inter-regional mobility
- Planning earnestly began in 2011
- 69 Member States and 10 stakeholder organizations (including AACRAO)



Education

The US is not a party to the convention because of status with UNESCO and the decentralized nature of higher education

The Global Recognition Convention: What is it?

- ✓ Establishes the right to obtain educational recognition and provide information about education systems
- ✓ Requires parties to make recognition practices fair, consistent, nondiscriminatory, non-arbitrary, transparent, quality-assured and "in accordance with established rules and regulations of each Party"
 - ✓ Recognition should be based on good information and clear criteria
 - \checkmark recognition should be granted unless there are substantial differences

✓ explanation/appeal should be available

 ✓ alternatives should be offered for those in Refugee-like situations (unverifiable credentials)



The Global Recognition Convention: What does it mean for the US?

- Respects institutional autonomy in terms of standards, policies, procedures
- Does not prescribe policies or establish a global framework
- "Substantial difference" not strictly defined an advantage for the US

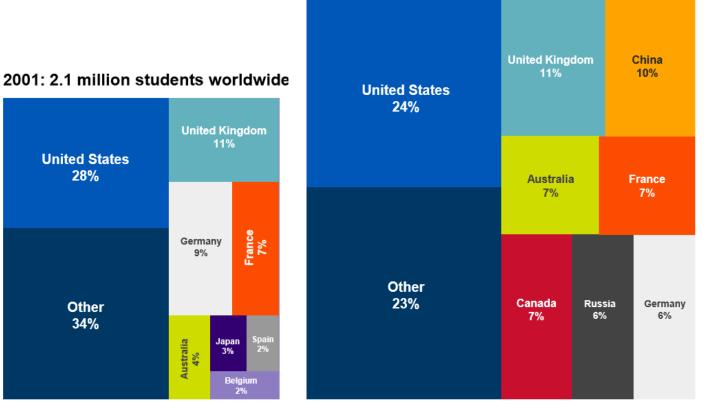
- TRANSPARENCY of policy and placement recommendations
- DOCUMENTATION & CONSISTENCY of philosophy/practice
- > APPEALS PROCESS
- >Alternatives for **REFUGEES**



The GRC: Raises the bar for US institutions to be more clear in the marketplace. 2017: 4.6 million students worldwide

This month, 69 countries will begin the ratification process.

CRAO



Source: Institute of International Education, Project Atlas; A.T. Kearney analysis

How Can You Be a Part of the Solution for Refugees?

Join the AACRAO Pledge for Education Inclusive Admissions Policies for Displaced and Vulnerable Students



American Association of Collegiate Registrars and Admissions Officers (AACRAO) AACRAO is a non-profit, voluntary, professional association of more than 11,00 higher education professionals representing approximately 2,600 institutions in more than 40 countries. Its commitment to the professional development of its members includes best practice guidance on admissions strategies to meet institutional diversity objectives, delivery of academic programs in instructive ways to meet the needs of a changing studiest body, and exemplary approaches to studient retention and completion.



United States of America Department of Commerce

OMMERCIAL

J.S.

How the U.S. Commercial Service Supports U.S. International Education

November 5, 2019 Elizabeth Graham U.S. Commercial Service International Trade Administration



Economic Impact of International Education

2018 U.S. Exports of Services



	Services	2018
1	Personal Travel (Other)	\$127 Billion (USD)
2	Professional and Management Consulting Services (Business Services)	\$86.8 Billion (USD)
3	Financial Management (Financial Services)	\$53.3 Billion
4	Use of IP for Industrial Processes	\$45.2 Billion (USD)
5	Education-related (Personal Travel)	\$44.7 Billion (USD)

U.S. Department of Commerce - International Trade Administration, U.S. Commercial Service

- Founded 1980 The International Trade Administration (ITA) works to improve the global business environment and helps U.S. organizations compete at home and abroad.
- ITA is organized into three distinct but complementary units: Global Markets, Industry & Analysis, and Enforcement and Compliance.
- U.S. Commercial Service is the trade and investment promotion arm of the U.S Department of Commerce's International Trade Administration



U.S. Commercial Service (CS)



118 offices in over 75 countries with over 1,250 Trade Specialists

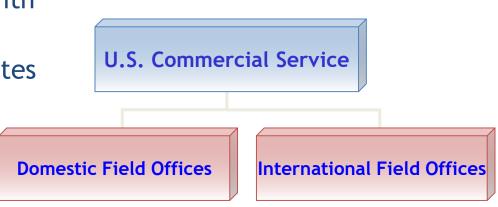
- most in embassies and consulates
- Trade Specialists with education portfolio
- ~ At 100 locations across U.S.

Mission:

- Promote the exports of U.S. goods and services
- Work with federal agencies, associations, consortia, partners

Primary Education Sector Clients:

Intensive English Programs, private high schools and boarding schools, academies, community colleges, 4-year colleges and universities, graduate programs, education service providers, education products and technologies.



U.S. Commercial Service



U.S. Commercial Service Global Education Team

Within the U.S. Department of Commerce's International Trade Administration, a Global Team of Trade Specialists with education industry expertise work closely with U.S. based educational institutions and education companies to assist with and offer customized programs and services abroad to foster educational service exports.



The Basics:



- Sit down with Education Trade Specialists to talk about your institution's strategic plan and how U.S. Commercial Service (CS) can help
- CS can match institutions with qualified education agents or international partners
- CS can provide counseling on the latest education market information and programming to fit your recruitment strategy
- Connect with local partners to leverage resources

Market Intelligence:

• Education Industry Information (Country Specific Market Research Reports, Webinars, Customized Market Research! Education and Training Services Resource Guide 2019

Making Contacts:

- Virtual Education Fairs
- Customized Contact Lists
- Prescreened Face to Face Meetings w/ Potential Partners
- Single/Multi Organization Promotion
- Education Trade Missions Outbound and Inbound

Meeting Students:

- Organized Trade Missions
- Fairs (EducationUSA, IIE, ISN, Linden, Consortia, etc.)





Initial Market Check (IMC)

• An Initial assessment of the market potential of a client's product or service that gathers feedback on that product/service from industry participants

International Partner Search (IPS)

• Personalized, overseas search for interested and qualified partners in specific countries on behalf of a U.S. organization. Commercial Specialists prepare a report of up to five potential prospects that have expressed interest in a client's product/service.

Gold Key Service (GKS)

• Pre-screened appointments to meet with prospective recruitment partners, government and industry officials, and U.S. Embassy officials.

International Company Profile (ICP)

• Determine whether an overseas company or individual is a suitable partner.





Single School Promotion

The Single School Promotion service offers support and event facilities which will allow you to engage your target audience through:

- Program launches
- Recruitment and partnership development seminars
- Networking receptions

Facilities available include: exhibition halls, auditoriums meeting rooms, hotels and even the residences of some U.S. Ambassadors.

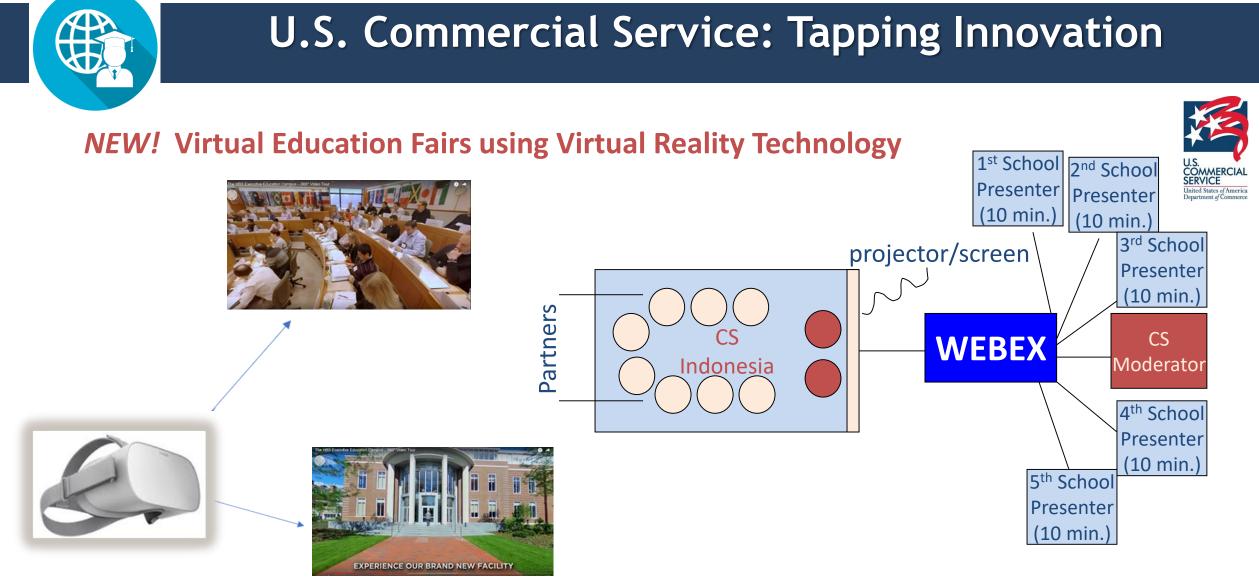
* Cost vary depending on event and market











Schools would create 360-degree videos to create immersive experience

U.S. Commercial Service: Tapping Innovation



Virtual Education Fair using Virtual Reality with Mexico! Tuesday, February 11, 2020 at 1:00 pm EST

The U.S. Commercial Service Global Education Team is offering a Virtual Education Fair using virtual reality technology (VR-VEF) with Mexico

- Top recruitment agents and high school counselors at the U.S. Embassy in Mexico City, Mexico.
- Provide a 10-minute PowerPoint presentation highlighting your programs and 2-3 minute 360-degree video showcasing your campus and town sites
- Receive a Welcome Kit with updated education market information with profiles of top education recruitment partners and high school counselor incountry.
- Participants will be trained on using the online platform technology prior to the program.

Who Should Participate:

Intensive English Programs, Community Colleges, and Undergraduate Programs, are invited to participate.

Technology and 360 Degree Videos:

Interested educational institutions will be required to provide a 2-3 minute 360 degree video for use during this program by January 6, 2020.

Cost:

Participation in this program with Mexico is \$1,000 per U.S. educational institution. Participation will be on a first-come, first-serve basis.

Please notify gabriela.zelaya@trade.gov, if you are interested in participating.



U.S. Commercial Service: Tapping Innovation

Next on the VEF Calendar for FY20...

VEF Type	Country	Local Trade Specialist POC	Theme
*VR VEF	Mexico	Gabriela.Zelaya@trade.gov	IEPs, Community Colleges, Undergraduate Programs
*VR VEF	Ukraine	Gabriela.Zelaya@trade.gov	Community Colleges
Standard VEF	India	Sonia.Hatfield@trade.gov	Community Colleges and Graduate Programs focused on STEM
*VR VEF	France, Portugal, Spain	Susan.Sadocha@trade.gov	Community Colleges and Undergraduate Programs
Standard VEF	Brazil	Gabriela.Zelaya@trade.gov	TBD
Standard VEF	Hong Kong	Kristi.Wiggins@trade.gov	Summer Programs

*Institutions may opt-in to participate <u>without</u> a 360-degree video. Participation priority will be given to institutions with 360-degree videos for these programs.



Connect with Partners in Nigeria

USA Fair 2020 - Access Nigeria - March 31 - April 2, 2020

- Multi-sectoral event, including Education
- Gives exhibitors access to Africa's largest and most dynamic market
- An opportunity for existing and new-to-market U.S. companies and organizations to enter into the Nigerian market
- Engage with the Nigerian business community
- Includes exhibitions, company promotions, diplomatic events and targeted one-on-one business meetings
- Identify market opportunities, establish representation/distributorship agreements, and achieve their export objectives

For additional information contact <u>Anthony.Adesina@trade.gov</u>







Connect with Partners Southeast Asia

Trade Winds Mission and Business Forum Hong Kong, Japan, Korea, Thailand, Vietnam

April 20-27, 2020







U.S. Commercial Service

Hannover Messe Future Hub



- April 20 24, 2020 Hannover, Germany
- Hannover Messe: world's largest industrial technology trade fair over 215,000 visitors, foreign buyer delegations, and a global audience from over 70 countries.
- <u>Showcase your institution's research</u> & meet potential partners at Hannover's Future Hub, where experts from science & industry gather to share their ideas.
- CS will provide value added services to U.S. exhibitors at the show, including one-on-one counseling sessions with CS in-country experts to learn about the latest trends in advanced manufacturing & other industrial technology sectors.



Global Education Team Newsletter

International Education Connection

- ✓ Stay informed of the latest programs, events, webinars, supported by CS globally
- ✓ Ask to be added to the newsletter distribution list through your local Education Trade Specialist

Education Trade Leads

Brazil – <u>High School with Athletics Program</u> – Brazilian education contact is seeking U.S. high school with strong athletics program and excellent facilities, to include Brazilian soccer offering. If interested, please contact Brazil Education Specialist Laura <u>Reffatti</u>, email: <u>Laura.Reffatti@trade.gov</u>

El Salvador – <u>Short term Cultural Exchanges</u> - Salvadoran higher education institution ITCA-FEPADE is interested in seeking partnership with U.S. Community Colleges to develop short-term (3 weeks) cultural exchange programs for students. ITCA-FEPADE is a technical university in El Salvador that offers careers in civil engineering, architecture, electric engineering, mechatronics, automotive, mechanical engineer, industrial engineer, chemistry, chemical laboratory, computer, logistics and customs, gastronomy, catering business management, hospitality and tourism, among others. Currently, ITCA-FEPADE has MOUs with Northampton Community College in Pennsylvania and the Inter American University of Puerto Rico. For more information about ITCA-FEPADE, please visit: www.itca.edu.sv . Institutions interested in evaluating a partnership with ITCA-FEPADE can email Katia de <u>Rodezno</u>, International Cooperation Manager at ITCA-FEPADE, email: <u>mnuila@itca.edu.sv</u>; or Lidia Sosa, Commercial Specialist at the U.S. Commercial Service in El Salvador, email: Lidia.Sosa@trade.gov.

Ghana – <u>Tourism and Hospitality</u> - Request to seek out U.S. educational institutions with strong tourism and hospitality programs for a partnership opportunity with Ghana Hospitality and Tourism Institute (Ghatti). If you are interested, please connect with Rita Adubra-Asante, CS Ghana, and Kobby Mensah at <u>kobbymensah@ug.edu.gh</u>.



International Education Connection Summer 2018 Newsletter

In This Issue:

- Global Education Market Update Corner
- Education Trade Event
- International Education Fairs
- Upcoming Webinars
- Education Trade Leads
 Dramational Events Supported by the U.S. Commercial
- Promotional Events Supported by the U.S. Commercial Service
- Virtual Outreach Events
- Top Education and Training Market Research

Visit the <u>Global Education and Training Services Team Website</u> <u>www.export.gov/industry/education</u> for more information.

Global Education Market Update Corner

Featured Markets: Austria



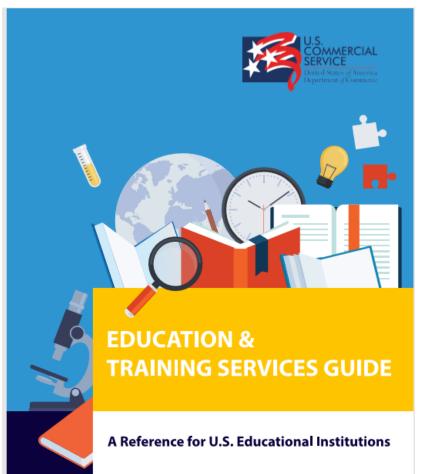
Robee Sallegue, Commercial Specialist, U.S. Commercial Service - Austria

Why Austria is a good education market?

It is the best time to recruit prospective students from **Austria**! Study abroad is considered as an absolute must for many students, and one-third of students intend to study overseas. Summer camps, as well as special English language and mentoring programs, all contribute to a large, highlyqualified pool of candidates for both undergraduate and graduate studies that will be of great interest to U.S. colleges and universities. Selected students may also be able to obtain scholarships



2019 Education and Training Service Resource Guide



2019 Edition

U.S. Department of Commerce I International Trade Administration I U.S. Commercial Service

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2019 BEST PROSPECTS BY COUNTRY

Country	High School	Boarding Schools	Community College	Undergraduate	Graduate	Law School	ОРТ	ESL	Online Degree	Summer/ Certificat Programs
Argentina				х	х			Х		
Australia				х	х					
Brazil	х	х	х	х	х			Х		х
Bulgaria			х	х	х					х
Canada				х	х					
Central America Region			х	х	х		х	х		х
Chile	х			х	х		х	Х		
China	х	х	х	х	х		х	х	х	х
Colombia			х	х	х		х	х		Х
Czech Republic	х	х		х	х		х			
Denmark				х	х					х
Ecuador	×			х	х			x		
Egypt				х	х				Х	
France			Х	Х			х			х
Finland				х	х					
Germany	Х			х	х			Х		
Ghana	Х	х		Х	х	Х	х		Х	
Hong Kong	Х	Х	х	х	х		х			
India			Х	Х	х		х			х
Indonesia			х	×	х		х			
Israel				х	х		х			
Japan		х	х	х				Х		
Kazakhstan	х		х	х	х		х	х		Х
Kenya	х	х		х	х	х	х		х	
Korea, Republic of		х	х	х	х			х		
Kuwait				Х	х			х		Х
Malaysia			х	х	х		Х			
Mexico	х	х	х	х	х			х		х

BEST STUDENT RECRUITMENT METHODS

Country	Education Agents	Institutional	Student Outreach	Online Outreach
Argentina		х	х	
Australia		х	х	х
Brazil	х	х	х	
Bulgaria	х		x	х
Canada		х	х	х
Central America Region		х	x	
Chile	х	х	х	х
China	х		х	
Colombia	х	х	х	х
Czech Republic	х	х		
Denmark	х	х		х
Ecuador	х	х	Х	
Egypt		х	х	х
Finland		х	х	х
France	х	х	х	
Germany	х	х	Х	
Ghana	х	х	х	
Hong Kong	х	х	х	
India	х	х	х	х
Indonesia	х	х	х	х
Israel	х	х	х	х
Japan	х	х	х	
Kazakhstan	х	х	х	
Kenya	х	х	х	
Korea, Republic of			х	х
Kuwait		х	х	
Malaysia	х	х	х	х
Mexico	х	х	х	х
New Zealand		х	х	х

142 U.S. Commercial Service -

144 U.S. Commercial Service -



2019 Education and Training Services Resource Guide

Contacts

For more information about how we can help you, please contact one of our trade specialists. For detailed contact information, please visit export.gov/usoffices.

Nebraska

Omaha

Nevada

Las Vegas Reno

Portsmouth

Newark Trenton

Buffalo Harlem

Long Island New York

Rochester

Charlotte Greensboro

Raleigh

Fargo

Akron Cincinnati

Cleveland Columbus

Oklahoma

Oklahoma City Tulsa

Oregon

Harrisburg

Philadelphia Pittsburgh **Puerto Rico** San Juan

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ide | 2018 96

Portland

Toledo

Westcheste

New Jersey

New Mexico Santa Fe **New York**

Alabama	Hawaii	
Birmingham	Honolulu	
Alaska	Idaho	
Anchorage	Boise	
Arizona	Illinois	
Phoenix	Chicago	
Scottsdale	Libertyville	
Tucson	Peoria	
Arkansas	Rockford	
Little Rock	Indiana	
California	Indianapolis	
Bakersfield	Iowa	
Cabazon	Des Moines	
Fresno		
Inland Empire	Kansas	
Los Angeles (Downtown)	Wichita	
Los Angeles (West)	Kentucky	
Newport Beach	Lexington	
North Bay Oakland	Louisville	
Sacramento		
San Diego	Louisiana	
San Francisco	New Orleans	
San Jose	Shreveport	
Ventura County	Maine	
Colorado	Portland	
Denver	Maryland	
Connecticut	Baltimore	
Middletown		
	Massachusetts Boston	
Delaware		
Served by Philadelphia, PA	Michigan	
District of	Detroit	
Columbia	Grand Rapids Pontiac	
Served by Arlington, VA	Ypsilanti	
Florida	Minnesota	
Clearwater	Minneapolis	
Fort Lauderdale		
Jacksonville	Mississippi	
Miami	Jackson	
Orlando	Missouri	
Tallahassee	Kansas City	
Georgia	St. Louis	
Atlanta		
Savannah	Montana	
l m		
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Rhode Island Providence South Carolina Charleston Columbia Greenville **New Hampshire** South Dakota Sioux Falls Tennessee Knoxville Memphis Nashville Austin El Paso Fort Worth Grapevine Houston McAllen Midland San Antonio North Carolina Utah Salt Lake City North Dakota Montpelier Virginia Arlington Richmond Washington Seattle Spokane West Virginia Charleston Wheeling Wisconsin Milwaukee Pennsylvania Served by Denver, CO

INTERNATIONAL CONTACTS

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Global Education Team Website

export.gov/industry/education



Our division of Commerce, the U.S. Commercial Service, has a global network of 100 offices located throughout the U.S. and over 100 offices located in more than 75 countries. Our worldwide team of education specialists is here to assist with your international outreach to students, potential partners, and agents. To find your local education specialist, please click on the link to the left titled "Local Education Specialists".

Our Education Team members can assist you with the following:

U.S. International Education

Education Sector Associations
 International Education

Consortia

Resources

- International Market Research please refer to the report on the left side of the page entitled "Resource Guide 2018".
- Recruitment Fairs we can help you identify the right international education fairs for your institution.
- · Webinars learn about the education sector in a market of interest without leaving your desk.
- Virtual Education Events showcase your school to a potential partner institution and/or agents using a
 powerpoint presentation live over the internet.
- Gold Key Service we will set up in-country meetings for you with possible partner educational institutions, identify qualified recruiting agents, find companies that require specialized training for their employees and/or connect you with the Ministry of Education.
- Single School Promotion we will organize an event featuring your institution/program and invite the country's key players in the education sector.

For more about the Education Team and our services, please click here for our team flyer. If you are interested in the Global Education Team programs and services, please fill out the Educational Institution Questionnaire and submit to your local Education Trade Specialist.

Sign up for Education email updates





ITA National Strategy



I. Creation of internal ITA infrastructure to convene USG and industry

II. International Education Committees at Posts overseas

III. National Education Consortium Initiative



CS Collaboration with Consortia

Purpose: Bringing educational institutions together to increase the number of international students studying in the state

- Raise the profile of the city, state, or region as a study destination, and as a provider of quality education.
- Pool resources for overseas promotion.
- Enhance communication amongst institutions.
- Capitalize upon the services and support of government agencies as well as other partners

About 35+ consortia throughout the U.S.

 State-wide; regional within a state; city example: Studytexas.us

Varied membership models

- Public & private colleges/universities / community colleges and Intensive English Programs
- Colleges/universities only
- Colleges/universities/community colleges, secondary schools





CS Collaboration with EducationUSA

When possible, we deliver joint:



- ✓ Counseling overseas at U.S. embassies and consulates
- ✓ Presentations at NAFSA Annual and Regional Conferences
- ✓ Develop market research on the education industry's best prospect markets overseas
- ✓ Partner with EducationUSA at posts around the world, particularly in growth markets for U.S. educational services in Africa, Asia, and Latin America. Commercial Service can provide specific school support to supplement general support by EducationUSA.

CS National Collaboration with Industry

Programming at NAFSA Annual Conference:

 USA Pavilion - 12 Study Consortia exhibiting with U.S. Department of Commerce in official USA Pavilion (Booth #3007).

Learn more: https://2016.export.gov/industry/education/eg_main_109333.asp

- Educator to Educator (E2E) Program and Showtime
- Breakfast, Luncheon, and Reception Networking Opportunities
- Delegation Spin off opportunities to visit campuses before/after NAFSA
- Embassy Circle to convene Ministries of Education from emerging markets with U.S. consortia

Best Practices Calls for Study Consortia on varied topics including:

- Best Practices for Establish Study Consortia i.e. events/activities/marketing materials
- **o** Best Practices for Starting a Study Consortia i.e. bylaws, attracting members,
- Alternative Sources of Funding beyond membership dues i.e. State support, grants





U.S. Events Where CS Will Be Present

- All NAFSA Regional Conferences (Fall 2019)
- EnglishUSA Stakeholders Conference (October 2019)
- Alliance for International Exchange Conference (October 2019)
- AACRAO Strategic Enrollment Management Conference (November 2019)
- AIRC Conference in Miami (December 2019)
- ICEF Workshop in Miami (December 2019)
- EnglishUSA Professional Development Conference (January 2020)
- Community Colleges for International Development (February 2020)
- Washington International Education Conference (February 2020)
- NAFSA 2020 Annual Conference (May 2020)
- EducationUSA Forum (July/August 2020)

* To include, various other local events with consortia, NAFSA regions, District Export Councils, etc.





State Government Assistance

•State International Trade Offices

 Most states have an office that promotes exports from that state and many have trade offices in selected countries overseas.

•State Tourism Offices

 If you are involved in a consortium that is promoting the state as a study destination, state tourism offices can make great partners.

State Education Agencies

 Some state education agencies, such as W. Virginia Higher Education Policy Commission & the Missouri Dept. of Higher Education, are also involved with international promotions.





THANK YOU VERY MUCH!

Elizabeth Graham

Elizabeth.Graham@trade.gov

LIVE POLL

What are some ways your institution is currently reaching your international population? slido

Joining an event?

SEM2019 Join

Be WorldsAhead



Recruitment Best Practices

• Be available when and how your prospects are available

• Build rapport

- Maintain a prompt response time
- Be mindful of recruitment cycles in-country





Tips and Tricks

- Utilize all of your resources
- Use native terminology
- Think outside the box
- Be flexible

FIU

