

# Santa Rosa Junior College

## Program Resource Planning Process

### *International Student Programs 2018*

#### 1.1a Mission

##### **Mission Statement**

The mission of the International Student Program is to increase the international student enrollments to help diversify the student population at SRJC and ensure international students are provided the services needed for their success.

##### **Vision**

The creation of a Global Center to support a diverse college community that encourages an international perspective and develops global awareness and intercultural understanding.

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#### 1.1b Mission Alignment

**The International Student Program has developed the following goals and strategic objectives to align with the district's vision, mission and values.**

##### **A. Support Student Success**

Most international students attend SRJC with the goal of transferring to a university to complete a bachelor's degree. The ISP will assist international students in achieving their goals through the following objectives.

Objectives:

1. Supply international students with information on the 2+2 program and transfer agreements that provide a map for international students to complete their goals.
2. Monitor the progress of the international students in ESL courses and identify ways in which to assist the international students in successfully matriculating

into the academic program.

3. Provide adequate counseling services.
4. Provide workshops, programs and services that are specifically designed to meet the needs for success for international students:

## **B. Foster Learning and Academic Excellence**

1. Meet with academic departments to coordinate efforts to assist international students in succeeding in their classes and programs.
2. Provide workshops and seminars to faculty and staff that provide information on best practices for helping international students succeed.

## **C. Serve our Diverse Communities**

1. Partner with others in the district to offer multicultural activities and events that promote globalization and understanding and appreciation for other cultures.

## **D. Improve Facilities and Technology**

1. Advocate for larger facilities to accommodate ISP staff and provide a location for international students to gather to provide support and assistance to each other.
2. Increase the use of social media and technology to engage students in sharing information and collaborating.

## **E. Establish a Strong Culture of Sustainability**

1. When developing new procedures and practices for the continued evolution and development of the International Student Program, identify best practices for maintaining sustainability and minimizing the increase of fiscal obligations.
2. Continually assess and evaluate ways in which to be efficient while continuing to meet the needs of the International Student Program.

## **F. Cultivate a Healthy Organization**

1. Conduct monthly ISP Team meetings to ensure employees working in ISP have input to changes and development of the program.
2. Promote professional conferences, webinars, and other training to support staff's professional growth and cultivate lifelong learning.

## **G. Develop Financial Resources**

Registration fees from international student can provide a revenue stream for the district. A portion of the revenue needs to be allocated to ISP to support its continued growth. Activities include:

1. Marketing to recruit international students through online resources such as FaceBook, ISP website, online publications, and vendor services.
2. Increasing the number of international agents throughout the world to assist in recruiting students and provide training opportunities for these agents.
3. Traveling to other countries to develop partnerships and recruit international students.

#### **H. Improve Institutional Effectiveness**

Use the following methods to assist in assessing and evaluating the effectiveness of the International Student Program and the services and support provided to international students and make changes and adjustments as appropriate.

1. Every fall and spring semester, obtain written feedback from international students attending new student orientation activities.
2. At the end of the fall and spring semesters, conduct a feedback session and use feedback to continually improve the program.
3. Maintain monthly ISP Team meetings to review data and obtain feedback from regular staff.
4. At least once a semester, meet with ESL coordinator and other ESL instructor(s) to evaluate progress of ESL students.
5. Analyze data produced through marketing efforts (i.e. Google analytics, online sources such as electronic brochure views, CollegeWeekLive activities) and make adjustments regularly to improve efforts.
6. Conduct surveys and obtain informal feedback from international agents to analyze and make appropriate changes in program.

### **1.1c Description**

Up until fall 2012, the main function of the International Student Program (ISP) was to offer information on admission and immigration requirements, process international student applications, and monitor international students to ensure their legal status. One 50 percent classified International Student Advisor performed these duties. The Director of Academic Records and International Admissions supervised ISP but the district was not proactive with this program, so minimal resources were provided and no goals were established.

Beginning spring 2012 the district made a commitment to provide more resources to the ISP to assist in increasing the international student enrollment with the goal of providing a more diverse ethnic student population at the college and increase revenue. A regular Business Administration instructor was reassigned to Student Services to develop and grow this program

area. The instructor reviewed and assessed the existing assets of the program, researched best practices of successful community college programs nationwide, and reviewed research and articles in professional publications. A report was submitted to the administration and Board of Trustees which included four goals:

1. Develop the infrastructure needed to support an international education program
2. Create activities to support and retain international students
3. Implement recruitment strategies, including the development of a marketing plan and collection of data to continually evaluate and make adjustments to activities as needed
4. Develop an English language program for international students

The major focus in the first year of redevelopment (2012-13) was on building an infrastructure needed to support the ISP and creating activities to support international students. Procedures were developed and staff trained. Annual activities/events were put in place.

The major focus in the second year (2013-14) was on marketing. An ISP video and several student testimonial videos were created. A Fast Facts document was created and the ISP Website was redeveloped. Marketing materials were shared with international visitors and mailed to agents, partner schools, and U.S. Advice Centers around the world.

The major focus in the third year (2014-15) was on recruitment. Marketing materials were translated into multiple languages. Recruitment tours were planned to Asia, Europe, and emerging economies. Relationships with agents and partners were strengthened by hosting international visitors at SRJC, training agents/counselors both in their countries and virtually, and maintaining continual virtual contact.

Recruitment efforts are an essential part of ISP in order to increase the student population.

In 2013-14 recruitment efforts included:

- Hiring a consultant to advise SRJC on the Asian market and to secure agents and marketing opportunities in China, Japan, South Korea, and Vietnam. As of July 1, 2014, 10 agents have been referred to SRJC by this consultant.
- Entering into a promotional agreement with ELS Educational Services with 1,900 locations in 102 countries worldwide.
- Securing a Community College Initiative Program (CCIP) Grant in which 13 students from 8 developing countries will study at SRJC in 2014-15 and complete certificates in Agriculture, Automotive, Business, and Child Development. The students will be returning to their countries with 21<sup>st</sup> century skills to engage with their communities and advance their country's economic development.

Plans for 2014-15 recruitment:

- Strengthen partnership with ELS Educational Services.
- Increase number of agency agreements by a minimum of 10.
- Cultivate relationships with U.S. Advice Centers around the world.
- Submit a second-year grant proposal for CCIP for 2015-16.

In fall 2012, there were 75 international students enrolled. In fall 2015 enrollments increased to 180. With continuing support from the district, the International Student Program anticipates continued growth.

The International Student Program is a new structure at SRJC and is evolving. In business, start-ups require several years of flexibility as the business develops into a strong, sustainable entity. Much progress has been made in ISP, but much more to do to ensure SRJC is a recognizable and reputable educational institution in the world market and able to compete successfully.

### **1.1d Hours of Office Operation and Service by Location**

The International Student Program is located in the Admissions & Records office area in Plover Hall, Santa Rosa Campus. The hours of operation depend upon the working hours of the staff assigned to this program. In general, there is someone available during all open hours of Admissions & Records - generally Monday through Friday, 8 a.m. to 5 p.m.

### **1.2 Program/Unit Context and Environmental Scan**

*Open Doors* is an annual report that is published by the Institute of International Education on international education exchange. It is the major resource used by colleges and universities to obtain the "big picture" in international education and student mobility.

In the last 10 years, many colleges and universities in the United States have focused attention on internationalizing their campuses and have applied aggressive recruitment strategies to diversify their student population, weave global intercultural experiences throughout the district, and increase international student enrollments. In addition, these increased enrollments have added significant revenue to the district thereby providing much needed resources.

Many community colleges have been actively recruiting international students for 20 or more years. There are hundreds of other educational institutions recruiting so the competition is quite high. Colleges who have focused on recruitment of and support for international students have experienced a significant return on their investment. Most students, parents, and agents in other countries are unaware of SRJC.

Below is a list of the top four California community colleges hosting international students which illustrates the growth in enrollment and estimated revenue generated for those colleges.

	Santa Monica	De Anza	Diablo Valley	Santa Barbara
2010-11 enrollment	3107	2374	1296	1108
2014-15 enrollment	3562	2915	1954	1521
2010-11 est. revenue	\$18.64 mil	\$14.24 mil	\$7.78 mil	\$6.65 mil
2014-15 est. revenue	\$21.37 mil	\$17.49 mil	\$11.72 mil	\$9.13 mil

SRJC has only been recruiting international students since 2012. Below are the enrollments and revenue generated in the last four years.

	Enrollment	Revenue
2012-13	173	\$ 453,616
2013-14	222	\$ 578,582
2014-15	346	\$ 994,019
2015-16	39	\$1.26 mil

The overall enrollment by international undergraduate students exceeded graduate enrollment for the second year in a row. The interest in community colleges is growing and emerging markets in developing countries favor the reduced tuition and transfer possibilities. The fastest growing academic interests of international students have increased 18 percent in non-degree programs, short-term, intensive English programs, and certificates. In addition, international students and their parents are attracted to fields of study closely tied to labor market opportunities.

*Open Doors* reports that In 2014-15, the United States remains the number one destination for students seeking global education, with California being the most popular state in which to study. The countries with the highest number of students studying in the U.S. are India (up 29.4%) and China (up 11%). However, the fastest growing region for international students studying in the U.S. is Latin America with a 19% increase. Trends in other countries can have an impact on student recruitment. If there is political unrest or major economic challenges in a country, international students may not be able to study abroad and recruitment efforts in those countries may not be successful. ISP must constantly remain current on political or socio-economic environments in foreign countries and the effects they may have on student mobility and take steps to make changes in recruitment efforts accordingly.

Beginning fall 2013, SRJC was approved to accept international students for ESL only with the intent of matriculating those students into the academic program and eventually transferring them to universities. In 2015-16 the SRJC ESL Department began changing their curriculum significantly. The lower level ESL courses are no longer offered, so a minimum English proficiency score is now being required of all international students. It is anticipated this change will negatively impact enrollment growth for international students who apply for ESL.

## **2.1a Budget Needs**

Due to budget cuts, the recent retirement of the Interim ISP Director in June 2018, and reorganization of the Management Team, the ISP Office will be going through a significant staffing and budget transition this next year. The A&R Director will now manage the ISP staff and budget in addition to her A&R duties. The International Student Advisor also recently retired, and that position will be replaced in late fall. Therefore, this year, the Dean and Director of A&R will be carefully reviewing all budget and staffing needs for ISP. We believe the existing staff is sufficient for now as this year we will be carefully reviewing and monitoring the program and cross-training staff for efficiencies. The goal is to continue increasing the number of international students, but with less travel as the travel budget was cut. We will continue to nurture partnerships with the on site ELS school as well as agents and consultants abroad to continue to increase our international students and provide the excellent student services that SRJC has become known for in welcoming and retaining our international students.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
International Student Advisor	40.00	12.00	Due to retirement, this position will be vacant in August 2018. However, replacement should be on board in late fall 2018 pending Board approval to fill position. Advises students on maintaining lawful status, grants immigration benefits, resolves status violations, advises prospective students and their families about the student visa process, serves as a Designated School Official approved by the Department of Homeland Security, and functions as the principal contact between U.S. Homeland Security and the school.
Coordinator, International Student Recruitment	40.00	12.00	Coordinates international student recruitment and outreach efforts, travels overseas and represents the district program and services to prospective students, parents, counselors, advisors, and domestic and international partners; hosts international visitors; works directly with international agents and partners; reviews and analyzes demographic trends and makes recommendations on recruitment planning and efforts; advises students on admissions requirements and non-immigration compliance issues; serves as a Designated School Official approved by the Department of Homeland Security.
Administrative Assistant II	40.00	12.00	Main area of responsibilities include managing and monitoring the ISP budgets, purchasing, coordinating department and director's meetings, organizing events, taking minutes of meetings, create ISP reports, monitor continuing students, and overall management of the department.
Administrative Assistant II	24.00	12.00	Responsibility for managing international agents and partners and assisting with coordinating international travel which includes ensuring risk management tasks are completed.
Administrative Assistant II	20.00	12.00	Clerical support to assist in new student application processes, follow-up with inquiries, and coordinate workshops for students. Develop flyers, banners, posters, brochures and other print and digital marketing pieces; edit photographs; create monthly ISP newsletter.
Social Media/Marketing position	13.00	12.00	This position is responsible for creating and maintaining the social media for ISP, along with taking and inventorying photos for marketing pieces. Sends information to students/agents via Constant Contact and responds to student inquiry.

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Admissions & Enrollment Services	40.00	12.00	Director of A&R also supervises International Student Program staff regarding in-bound International Student Admissions for the District to ensure compliance with regulations through SEVIS and Homeland Security. Serves as primary Designated School Official.
Dean, Admissions, Records & Enrollment Management	8.00	12.00	Dean of A&R also serves as the PDSO to ISP. Applies to SEVIS to allow district to provide various forms of visas.

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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## 2.2d Adequacy and Effectiveness of Staffing

The ISP Office will be going through a management, staff and budget transition this year. Currently, there are two full-time and three part-time staff who report to the A&R Director. The Interim Director recently retired and will not be replaced and a third full-time position is currently out for hire due to a retirement.

The ISP Office was created in 2012 and over the past six years, has seen an increase in staff as well as international students. At the current time, it is believed that the staffing is sufficient, however the Director will do a careful analysis over the next year of both the current staff and budget to determine the effectiveness and any unmet needs. Cross-training of staff will take place over the next year for better efficiencies with workload distribution.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
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## 2.3a Current Contract Faculty Positions

Position	Description
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**2.3b Full-Time and Part-Time Ratios**

<b>Discipline</b>	<b>FTEF Reg</b>	<b>% Reg Load</b>	<b>FTEF Adj</b>	<b>% Adj Load</b>	<b>Description</b>
Not Applicable	0.0000	0.0000	0.0000	0.0000	Not applicable

### **2.3c Faculty Within Retirement Range**

### **2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests**

None

### 2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
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### 2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

### 2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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### 2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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### 2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
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### 2.5b Analysis of Existing Facilities

### 3.1 Develop Financial Resources

The district does not receive apportionment from the state of California for international student enrollment. The international students pay non-resident registration and capital outlay fees in addition to registration fees, totaling \$270 per unit. These fees generate discretionary, unrestricted general funds for the district. It is anticipated ISP will generate millions of dollars for the district in the foreseeable future. Revenue generated since the ISP office was created include:

	Enrollment	Revenue
2012-13	173	\$ 453,616
2013-14	222	\$ 578,582
2014-15	346	\$ 994,019
2015-16	39	\$1.26 mil

In 2016-17 several issues out of the ISP control may negatively impact the international student enrollments and revenue. However, it is anticipated the revenue will grow in subsequent years. Impacts may come from:

1. Changes in ESL Department curriculum may decrease enrollments.
2. Increase in non-resident and capital outlay fees.
3. Purchase of required mandatory health insurance through SRJC.

### **3.2 Serve our Diverse Communities**

Diversity of staff is a vital component of the International Student Program. One of our International Student Advisors is an American who has traveled, lived and worked in other countries and has had many of the experiences the international students encounter thereby being able to empathize and assist the students in acclimating to living in Sonoma County and attending SRJC. The director/coordinator of ISP grew up as part

of a minority group, has traveled to dozens of countries, and was president of an international organization which held its meetings and annual conferences in different countries each year. In addition, all student employees are international students who are able to bring their perspectives to the ISP and assist in translating for international students who speak the same language.

Many marketing materials have been translated into multiple languages, including Chinese, French, Japanese, Korean, Portuguese, Spanish and Vietnamese, which are the languages of the countries where concentration of most of the ISP recruitment efforts have been in recent years.

In addition, ISP works closely with the International Club to promote events and activities that provide the district with opportunities to learn more about the various cultures of the international students.

### **3.3 Cultivate a Healthy Organization**

Fostering health includes employee engagement, growth and collegiality. All Classified staff are encouraged to enroll in classes, professional and personal development workshops. As part of Admissions & Records, ISP staff meetings are held each semester to provide staff with necessary training on changes to policies, procedures or education code.

Staff participate on District-wide committees, interviewee committees, task forces and PDA activities.

Staff may also participate in necessary state and national trainings, meetings and webinars.

All staff are encouraged to take their morning and afternoon breaks and full lunch times and encouraged to leave their desk and/or office during those times.

### **3.4 Safety and Emergency Preparedness**

ISP is part of Admissions & Records and is housed in the same area. Following are the statements in the A&R PRPP that also cover ISP.

Staff have been trained to use the code phrase **“Call Theresa Stewart”** to call District Police when we have a problem at the front counter. All the front counter work stations are equipped with "panic Buttons" which when pressed immediately alert the District Police. There is also a panic button installed at the Administrative Assistant's desk (away from the front counter).

The Plover Lobby is equipped with three cameras that focus on the counter areas of ARED as well as Financial Aid and Scholarship. A camera is also in place inside the Records vault.

ARED currently has three Area Safety Coordinators (ASC), Freyja Pereira, Mitch Leahy and Ilda Lua. All three ASCs attend the District sponsored safety trainings and are currently involved in developing an office safety plan.

### **3.5 Establish a Culture of Sustainability**

As a new office, ISP is focused on developing office practices and procedures to sustain a strong program. The administrative assistant support staff have written procedures for many of the tasks that are performed repeatedly. The ISP team use a shared drive on the SRJC network to allow documents to be shared electronically rather than printing copies.

ISP works closely with numerous departments in Academic Affairs to share and leverage resources for the benefit of both ISP and other departments.

Most of the marketing materials for ISP is shared electronically with prospective students, schools, and agents. The application form remains a paper document since there are still many prospective students in countries who do not have Internet access. All application forms, however, can be scanned by students and agents and emailed to the International Student Advisors rather than printing and mailing the documents. It is anticipated CCCApply will have a component to the online application ready soon so that we will no longer use paper applications.

Correspondence with students is conducted via private emails or through the use of Constant Contact when messages are sent in batches. We widely use Skype, instant messaging, FaceBook and other numerous electronic tools.

ISP recycles all non-confidential paper and shreds all confidential documents.

#### **4.1a Course Student Learning Outcomes Assessment**

Not applicable

#### **4.1b Program Student Learning Outcomes Assessment**

The international students will:

1. Demonstrate an understanding of student obligations, college resources, and other matters related to their academic success by attending the new student orientation.
2. Enhance their experiences at SRJC by participating in the International Club and/or other student activities.
3. Demonstrate an understanding of the requirements for maintaining legal status and will communicate regularly with the International Student Advisors.



### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	Understanding of obligations	Fall 2015	Fall 2015	Spring 2016

### 4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
1. New student orientation			X	X	X	X	X	X	X	X	X	X	X	X	X	X
1. New student orientation			X	X	X	X	X	X	X	X	X	X	X	X	X	X
2. Student Clubs Participation				X	X			X	X	X		X	X	X	X	X
4. Maintaining legal status					X			X	X	X	X					X

### 4.2b Narrative (Optional)

The student learning outcomes developed for the International Student Program focuses on what ISP can do to assist students in becoming successful at SRJC outside of the classroom. The ISP director/coordinator and staff attend conferences and webinars, communicate with peers in other educational institutions, and read international journals and research that focus on the best way to ensure the international students are provided the services they need and are engaged in the college community. Research indicates students who make friends and who participate in activities in college are more successful in their classes and are more satisfied with their college experience.

ISP obtains student input through surveys and in person feedback either through online surveys or in person at meetings/events. At the end of each fall and spring semester, international students are invited to meet with the Director of ISP and engage in open discussion about what went well for them, what challenges they faced, what suggestions they have to help them, and any other feedback they wish to share. The students are also asked to complete a written feedback form so their comments can be documented and they are provided an opportunity to share their thoughts if they are apprehensive in discussing their challenges or ideas openly. This student feedback is shared with the ISP Team and plans are made to make changes where possible.

While there were more likes than dislikes or challenges in 2015-2016, the students did have several suggestions which will be implemented in 2016-2017:

1. During welcome days and events, provide more activities (games) to allow students time to have fun and get to know each other better.
2. Provide more opportunity for new students to communicate and bond with continuing students.
3. During welcome days, allow for more breaks or activities in between presentations.

In addition to welcome days for new students, ISP will work closely with the International Club to help support their activities when possible. ISP will continue to post messages to the International Club FaceBook page, will offer workshops to international students, and will email students to keep them aware of activities and events that may be of interest to them.

## 5.0 Performance Measures

The admission and enrollment process for International students on an F-1 student Visa is different in that, each student must complete a separate admissions packet with the following requirements: International student application, SRJC application, English Proficiency requirement, financial certification, copy of their academic records, and health records. Once all of the requirements are met, SRJC will issue an I-20 form, which the student must take to the U.S. Embassy in their home country in order to obtain the required student F-1 Visa. Once admitted to the college, F-1 students are mandated by federal law to maintain full-time status (at least 12 units each semester) and can only work on campus the first year. Failure to maintain academic status and student visa status can result in deportation.

F-1 International Students represent a very small percentage (.30%) of the College's overall student population. However, on average, each F-1 student enrolls in 14 units each semester and generates approximately \$14,000 per student.

The PRPP reports provided for F-1 visa students does not correlate with the data maintained by the ISP Office. For example for 2014-2015, 96 students are listed as enrolled in non-credit classes. This is not possible, because international students must take a minimum of 12 units of credit classes and do not enroll in non-credit. Also, the Student Services Program Review report indicates 140 F-1 visa students indicated English was their primarily language, and that is incorrect. There are many other inconsistencies, so it is not possible to compare the F-1 data with district data. This is another reason why ISP is pursuing a software program specially designed to maintain data on international students. ISP is able to report on total number of students and revenue, but a system is not yet in place to measure student course completion, persistence, and average GPA which is data that needs to be identified in order to focus more on student success. Overall, international students are motivated because their goals are more directed than many local students and their parents pay a substantial amount of money for them to be here. Parents are influential in motivating international students. Most international students attend SRJC with the goal to transfer to a university. It would be helpful to have transfer and completion rates, but our SIS system does not provide information for transfers to many private or out-of-state universities or other community colleges. So, ISP has been attempting to obtain this information directly from the students.

Using ISP records, the following chart illustrates percentages of retention rates.

Semester/ Year	Total enrolled	Semester/ Year	Continuing enrolled	% of retention
Fall 2013	88	Spring 2014	72	82%
Spring 2014	93	Fall 2014	76	82%

Fall 2014	128	Spring 2015	109	85%
Spring 2015	155	Fall 2015	111	72%
Fall 2015	180	Spring 2016	154	86%

One area that continues to be researched by ISP is the English preparedness status of international students. An ESL instructor has been hired by ISP to work as a liaison to ISP. This ESL faculty member identifies the ESL courses F-1 visa students are taking and monitors the students' progress with the help of other ESL instructors. Surveys are obtained from both faculty and students and evaluated on what changes can be made to help the international students. The majority of the ESL international students are passing their classes, some students clearly require additional support however. While poor effort or questionable commitment to their studies may be an issue for some international students, it was found through surveys that most international students were unfamiliar with the academic requirements and expectations of higher education systems in the U.S. and/or were struggling with the day-to-day cultural and societal customs. As a result, two new courses were developed in spring 2016 to introduce international students to the academic, social, and cultural norms of U.S. society. It is anticipated these courses will be helpful to local students who are not American-born citizens and who can also benefit from the courses. ESL 391, U.S. Life and Culture for ESL Learners, is particularly appropriate for newly-arrived international/foreign students. ESL 391 will eventually be added as an elective option for the ESL Department's two new ESL certificates. INTDIS 91, U.S. Life and Culture is a similar course to ESL 391, however, it is designed for students with a higher level of English proficiency. It is also CSU-transferable. Plans are in place for both courses to be offered for the first time in spring 2017.



## **6.1 Progress and Accomplishments Since Last Program/Unit Review**

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	Santa Rosa	03	02	Develop an ambassador/alumni program	Train students to market and recruit for SRJC	Spring 2018	International student volunteers were signed up as ambassadors during spring 2018. However, due to budget cuts and retirements, no staff is available to continue developing this program, so it will not continue during 2018-19.
0001	Santa Rosa	01	02	Develop a system to assist students in finding housing and roommates	Coordinate efforts with property managers in Santa Rosa to find owners who are willing to rent to international students	Fall 2017 & Spring 2018	ISP had hoped to hire a part-time housing coordinator, however, due to budget restraints that was not possible. PRT funds were used to hire someone to create a Housing Guide on the ISP website to help direct international students to resources. Work will continue in 2018-19.
0002	Santa Rosa	04	02	Strengthen partnership with ELS language school	Coordinate plans to open ELS Center on Santa Rosa Campus	Fall 2017 & Spring 2018	ELS Santa Rosa Center was opened in Summer 2017 and ISP staff have been working closely with the Center.
0003	Santa Rosa	05	07	Amend I-17 to include pathway programs	Develop pathway for students who place below English 100	Fall 2017	Insufficient staff to complete this objective.
0004	Santa Rosa	03	02	Work closely with consultant in Asia and consultant in Scandinavia for recruitment of international students.	Increase international student enrollments in countries identified by consultants	Fall 2017 & Spring 2018	Consultants in Asia and Scandinavia were hired in 2017-18. Applications were increased from both of these regions as a result of the consultants' efforts. For the 2018-19 the contracts will be cancelled due to budget cuts, however the ISP team will continue to work with both consultants in another capacity to continue recruitment efforts more economically.
0005	Santa Rosa	08	04	Increase outreach efforts through use of SRJC employees	Train faculty to recruit international students	Fall 2017	Two business instructors were trained and traveled with the consultants to help train agents in Asia and Scandinavia. Due to budget cuts, these faculty will not be hired to recruit in 2018-19.
0006	Santa Rosa	05	07	Implement agency management program	Develop procedures to use iXplore web-based agency program	Fall 2017 & Spring 2018	Insufficient staff to implement this program, however we will continue to pursue in 2018-19 with the reorganization of the ISP team.

<b>Rank</b>	<b>Location</b>	<b>SP</b>	<b>M</b>	<b>Goal</b>	<b>Objective</b>	<b>Time Frame</b>	<b>Progress to Date</b>
0007	Santa Rosa	03	02	Increase printed marketing materials	Develop a slick brochure to compete better with other colleges and universities	Fall 2017 & Spring 2018	With the help of Graphic Services and an STNC, this objective was completed in fall 2017.
0008	Santa Rosa	01	06	Update video for ISP homepage	Provide up to date information about ISP	Fall 2018	Remaining PRT money of \$7,000 to update video
0009	Santa Rosa	01	02	Develop campus tour video	Increase awareness of college campus	Fall 2018	Video is in editing stage with Media Services

## 6.2b PRPP Editor Feedback - Optional

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## 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	08	02	Assist staff with the transition and changes in ISP due to change in leadership, staffing and budget	The interim ISP Director and the International Student Advisor both retired in summer 2018. Due to budget cuts and reorganization of management, the A&R Director will now direct the staff in ISP. A new Advisor is currently being recruited. Therefore, the ISP office and staff will need support with this significant change in staffing and budget.	2018-19	staff time, remodel of office/workstations in A&R
0002	ALL	03	02	Continue to strengthen partnership with the on site ELS language school.	Provide orientations to new students at ELS, meetings and tours with visiting agents from other countries.	2018-19	staff time
0003	ALL	01	02	Continue to assist international students with finding housing.	Coordinate efforts with local Homestay organization and advocate/participate on the District wide housing workgroup to find solutions for student housing.	2018-19	staff time
0004	ALL	01	02	Develop Mentorship Program with APASS	Collaborate with the APASS faculty advisor and the International Student Club Advisor to develop and launch a mentorship program	2018-19	staff time
0005	ALL	04	02	Develop an International Student Module in SIS	Need a comprehensive module in SIS that will collect all information from student applications and allow for multiple reports to be automatically generated. Currently, the ISP office has a lot of manual paper processes to track and report out on our international students.	2018-19	ISP and IT staff time to collaborate, test, and implement module.
0006	ALL	01	06	Update video on ISP Homepage	Provide accurate, up-to-date information to our students and community	2018-19	Use of remaining PRT funds

