

# **Santa Rosa Junior College**

## **Program Resource Planning Process**

### ***International Student Programs 2022***

#### **1.1a Mission**

##### **Mission Statement**

The International Student Program (ISP) serves to further diversify SRJC through the continued growth and support of our international student population. ISP fulfills this mission by providing admissions, orientation, and advising to nonimmigrant students from around the world, who bring new perspectives to the SRJC classroom and a cultural richness to the local community.

##### **Vision**

ISP strives to provide a safe and welcoming space where students who seek an international education can gather, exchange cultural perspectives, and receive specialized support services. To better prepare all SRJC students for life in a globalized world, ISP envisions the establishment of a new International Center where any student with a cross-cultural perspective can find community.

#### **1.1b Mission Alignment**

Most international students choose SRJC with the goal of transferring to a four-year university. ISP helps international students navigate the cultural and academic nuances of the U.S. education system and prepare students for successful transfer through several objectives. ISP has developed the following goals and strategic objectives to align with the District's vision, mission and values.

##### **Support Student Success**

- Supply international students with information on the transfer pathway program in the U.S.
- Provide advising services specifically designed to meet the needs of international students.
- Monitor the academic progress of the international students and identify ways to encourage them to successfully complete their academic program.

##### **Foster Learning and Academic Excellence**

- Provide relevant workshops for international students.
- Attend conferences for staff that provide information on best practices for helping international students succeed.

### **Serve our Diverse Communities**

- Recruit international students from around the world to bring new global perspectives to the SRJC classroom and provide opportunity for all students to build cross-cultural competencies.
- Partner with other SRJC programs to offer multicultural activities and events that promote international education and understanding and appreciation for other cultures.
- Bring together all international programs at SRJC under one roof to better serve students who seek an international education.

### **Improve Facilities and Technology**

- Increase the use of social media and technology to engage students in sharing information and collaborating.
- Provide a centralized location where staff can provide support and services for international students, and students can gather in a safe space.

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

- Identify best practices for improving sustainability and minimizing cost when developing new procedures and practices for the continued evolution and development of ISP.
- Continually assess and evaluate ways in which to be efficient while continuing to meet the needs of ISP.

### **Cultivate a Healthy Organization**

- Conduct monthly ISP team meetings to ensure that ISP staff have a platform to provide input and collaborate on the further development of the program.
- Attend professional conferences, webinars, and other training to support staff's professional growth and cultivate lifelong learning.

### **Develop Financial Resources**

- Marketing to recruit international students through online resources such as Facebook, ISP website, online publications, virtual education fairs and meetings, and vendor services.
- Increasing the number of international partnerships throughout the world to assist in recruiting students, and provide training opportunities for these partners.
- Traveling to other countries to develop partnerships and recruit international students.
- Maintaining and growing our donor relationships to support revenue sources for international student scholarships.

### **Improve Institutional Effectiveness**

- Obtain feedback from international students attending ISP Orientation in fall, spring, and summer.
- Gather feedback at the end of the fall and spring semesters to evaluate the effectiveness of international student support services and implement changes and adjustments as appropriate to continually improve ISP.
- Analyze data produced through marketing efforts (i.e. Google analytics, eBrochure, and LiveChat) and make adjustments regularly to improve recruitment efforts.

- Conduct surveys and obtain feedback from international partners and agents to analyze and make appropriate changes in program.

## 1.1c Description

Prior to Fall 2012, the main function of ISP was to offer information on admission and immigration requirements, process international student applications, and monitor international students to ensure their legal status. This was accomplished by one 50 percent classified International Student Advisor. The Director of Admissions & 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 in Spring 2012, the District made a commitment to provide more resources to ISP to increase international student enrollments, with the goals of having a more culturally diverse student population and increasing revenue from nonresident tuition fees. A faculty member from the Business Administration department was reassigned to Student Services to develop and grow ISP. The faculty member 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 adjust 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.

COVID-19 has made recruitment and marketing efforts more important than ever. Keeping the SRJC name in front of potential students, who are waiting for borders to open and in-person instruction to resume, is an essential piece to a successful enrollment recovery. In 2021-22, recruitment and marketing efforts included:

- Collaborating with our pathway partners and colleagues from institutions throughout U.S. for virtual presentations and fairs.
- Actively recruiting with SSALI/SSU whenever possible, including collaboration on 2 videos.
- Conducting virtual student fairs, partner trainings, and webinar presentations for students, parents, high school counselors, agents, and potential university partners.
- Placing advertisements and collecting written and video student testimonials to be published on websites, social media, and in print magazines.
- Serving on the Board for Study California and actively participating in any/all the marketing and recruitment efforts, including social media, NAFSA events, and virtual trainings. Chairing Study California's Sustainability Committee.
- Working with the U.S. Commercial Service and colleagues from partner institutions to develop new partnership agreements.
- Expanding virtual services and support to new and existing partners.
- Coordinating virtual peer to peer events, live chat, and blogs with current ISP students and alumni.
- Creating Rosco marketing video campaign for social media.
- Providing international partners with the necessary resources and training to represent SRJC at in-person events/fairs happening internationally.

In addition to outreach and recruitment, a major function of ISP is to process admissions for international students. The admissions and enrollment process for international students under the F-1 student visa is different from the domestic student process. Each student must complete a special online application for international students and submit supporting documentation, including a Guarantee of Financial Support, proof of English proficiency, a copy of their passport, and (if they are under 18 years of age) evidence of high school graduation. Once all the requirements are met, SRJC will issue a Form I-20 which the student must take to the U.S. Embassy in their home country to apply for the F-1 visa. Once admitted to the college, F-1 students are required by federal law to maintain full-time status (at least 12 units each semester) and have limited opportunities for employment. Failure to maintain F-1 status can result in deportation and/or denial of future immigration benefits.

ISP has come a long way since 2012, but more work lies ahead to ensure SRJC is a recognizable and reputable educational institution that can successfully compete in a post-COVID-19 world market. In Fall 2021, there were 83 international students enrolled on First Census Day. After the impacts from COVID-19 and departures of several ISP staff, the immediate goal for ISP is to recover our enrollment and sustain the program.

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

ISP is located in the Admissions & Records office in Plover Hall on the Santa Rosa campus. The hours of operation are generally Monday through Friday from 8:00 a.m. until 5:00 p.m. Due to COVID-19, ISP staff have been working from home and providing remote services since March 2020.

## 1.2 Program/Unit Context and Environmental Scan

### California Community Colleges

In recent decades, colleges and universities in the U.S. have made efforts to internationalize their campuses by applying aggressive recruitment strategies overseas. With the goal of increasing international student enrollments and diversifying their student populations, this has added significant revenue to colleges and universities across the nation, thereby providing much needed resources to support student success.

SRJC started actively recruiting international students in 2012. International students' interest in community colleges is growing, and emerging markets in developing countries favor the lower tuition and transfer possibilities. The fastest growing academic interests of international students are 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.

With so many community colleges actively recruiting international students, 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. However, most students, parents, and agents in other countries remain unaware of SRJC.

According to data from the Chancellor's office, the top four California Community College (CCC) campuses that enrolled international students in Fall 2020 were Foothill/DeAnza, Santa Monica, Orange Coast, and Diablo Valley. The data table below shows F-1 student enrollments\* and estimated revenue generated from board-approved nonresident tuition fees\*\* based on the minimum units required for full-time enrollment. SRJC data is included to show the potential for growth in revenue with continued support from the District.

Campus	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
<b>Foothill/DeAnza College</b> (quarter)	2,989 students x 18 units x \$161/unit = \$8,662,122	2,742 students x 18 units x \$161/unit = \$7,946,316	2,519 students x 18 units x \$177/unit = \$8,025,534	1,833 students x 18 units x \$177/unit = \$5,839,938	1,306 students x 18 units x \$205/unit = \$4,819,140
<b>Santa Monica College</b> (semester)	3,131 students x 12 units x \$265/unit = \$9,956,580	2,849 students x 12 units x \$285/unit = \$9,743,580	2,619 students x 12 units x \$324/unit = \$10,182,672	1,199 students x 12 units x \$324/unit = \$4,661,712	1,231 students x 12 units x \$307/unit = \$4,535,004
<b>Orange Coast College</b> (semester)	1,274 students x 12 units x \$234/unit = \$3,577,392	1,265 students x 12 units x \$234/unit = \$3,552,120	1,259 students x 12 units x \$276/unit = \$4,169,808	1,007 students x 12 units x \$300/unit = \$7,250,400	870 students x 12 units x \$307/unit = \$3,205,080
<b>Diablo Valley College</b> (semester)	1,332 students x 12 units x \$211/unit = \$3,372,624	1,131 students x 12 units x \$233/unit = \$3,162,276	944 students x 12 units x \$275/unit = \$3,115,200	688 students x 12 units x \$300/unit = \$2,476,800	581 students x 12 units x \$290/unit = \$2,021,880
<b>Santa Rosa Junior College</b> (semester)	183 students x 12 units x \$234/unit = \$513,864	192 students x 12 units x \$258/unit = \$594,432	165 students x 12 units x \$265/unit = \$524,700	107 students x 12 units x \$265/unit = \$372,360	83 students x 12 units x \$307/unit = \$305,772

[\\*https://datamart.cccco.edu/Students/Citizenship\\_Status\\_Summary.aspx](https://datamart.cccco.edu/Students/Citizenship_Status_Summary.aspx)

[\\*\\*https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/College-Finance-and-Facilities-Planning/Fiscal-Standards-and-Accountability-Unit/Student-Fees](https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/College-Finance-and-Facilities-Planning/Fiscal-Standards-and-Accountability-Unit/Student-Fees)

Note that the figures above do not represent the total revenue, as international students also pay the \$23 Capital Outlay and \$46 CA Resident fees. Including these, SRJC assessed \$374,496 in tuition fees to F-1 international students in Fall 2021. While the COVID-19 pandemic has greatly impacted international student enrollments across the CCC system, many schools have seen greater losses than SRJC.

## **Global Trends**

Open Doors is an annual report published by the Institute of International Education (IIE) and is a leading data source for international education and student mobility trends. In Open Doors most recent report from 2020/21, the U.S. remained a top destination for students seeking global education, with California still being the most popular state\* in which to study. However, the COVID-19 pandemic has had a devastating impact, causing international student enrollments in the U.S. to decline for the first time in over a decade.

[\\*https://opendoorsdata.org/infographic/u-s-states-hosting-international-students-2020-21/](https://opendoorsdata.org/infographic/u-s-states-hosting-international-students-2020-21/)

When the pandemic began in 2019/20, the U.S. saw a -0.6% decline of new student enrollments\* and a -1.8% decrease of total students.\*\* As the pandemic continued into 2020/21, new student enrollments dropped another -45.6% and total enrollments declined by -15% nationwide. Community colleges\*\*\* have seen a -24% loss from last year. International students still contributed more than \$28.4 billion dollars \*\*\*\* to the U.S. economy last year, and the leading countries of origin\*\*\*\*\* for Community Colleges remain China, Vietnam, South Korea, Japan and Brazil.

\* <https://opendoorsdata.org/data/international-students/new-international-students-enrollment/>

\*\* <https://opendoorsdata.org/data/international-students/enrollment-trends/>

\*\*\* <https://opendoorsdata.org/data/international-students/enrollment-by-institutional-type/>

\*\*\*\* <https://www.nafsa.org/about/about-nafsa/new-nafsa-data-show-largest-ever-drop-international-student-economic#:~:text=Findings%20show%20that%20the%20nearly,largely%20due%20to%20the%20pandemic>

\*\*\*\*\* <https://opendoorsdata.org/data/international-students/community-colleges-leading-places-of-origin/>

## **Contributing Factors**

Many international trends and other factors can significantly impact student recruitment. For example, if there is political unrest or economic challenges in a country, students may not be able pursue an education abroad, and recruitment efforts in those countries can be unsuccessful. Our program must remain diligent and stay informed of current geopolitical and socio-economic environments, carefully consider the effects they may have on student mobility, and adjust recruitment efforts accordingly. In recent years, several factors outside of the control of ISP may have contributed to a decline in international student enrollments.

External Factors:

1. Perceptions related to a turbulent political climate and the social justice movement.
2. Global supply chain problems and currency fluctuations affect economic security.
3. Shifts in demographics with aging populations in Asia and more 15-24 year olds in Africa.
4. Natural disasters present an unsafe image of California.
5. COVID-19 pandemic affecting student mobility with the closure of borders and/or Embassies.
6. Increase in F-1 visa denials and longer appointment wait times.

Internal Factors:

7. Challenges in pivoting back and forth from virtual to in-person recruitment as the pandemic changes.
8. Dissatisfaction with online classes during the pandemic.
9. Inability to offer in-person student engagement opportunities during the pandemic.
10. Lack of an on-campus intensive English language program option.
11. Lack of and/or inflated cost of housing.

## **2.1a Budget Needs**

ISP continues to be dedicated to increasing the number of international students at SRJC, but with less travel in response to COVID-19. ISP will continue to nurture partnerships to increase our international student enrollments and provide the excellent student services that SRJC has become known for in welcoming and retaining our international students.

International students pay nonresident tuition fees, which provide a significant revenue stream for the District. A portion of this revenue needs to be allocated to ISP to support its continued efforts to increase international student enrollments.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	00	00	\$0.00	None at this time.

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
International Student Advisor	40.00	12.00	The ISA responds to prospective student inquiries, processes admissions for international students, guides admitted students through the visa application process, advises F-1 students on maintaining lawful status and receiving nonimmigrant benefits, resolves status violations, serves as the Principal Designated School Official (PDSO) and liaison between the U.S. Department of Homeland Security (DHS) and the school, tracks international student enrollments and produces ISP reports, and supervises the ISP Student Assistant.
Coordinator, International Student Program	40.00	12.00	The ISP coordinator oversees virtual and in-person 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 F-1 compliance issues, and serves as backup DSO.
Administrative Assistant II	40.00	12.00	The Administrative Assistant II monitors ISP budgets, oversees purchasing, coordinates department meetings and records minutes, organizes events, coordinates workshops for students, manages international student health insurance, coordinates correspondence and billing for international agents and partners, helps coordinate international travel (including risk management), and oversees special projects and overall management of the department.

## 2.2b Current Management/Confidential Positions



Position	Hr/Wk	Mo/Yr	Job Duties
Director, Student Outreach, Onboarding and ISP	40.00	12.00	Provide direct supervision and management of ISP; oversee international recruiting efforts and development of international educational partners; oversee special events and programming related to admissions, orientation, and F-1 Visa advising for international students; understand and administer U.S. Citizenship and Immigration Services (USCIS) regulations related to F-1 students; serve as a Designated School Official (DSO) for Student and Exchange Visitor Information System (SEVIS) compliance. Collaborate with international educational partners to foster relationships and guide recruitment efforts; oversee the implementation of projects that generate interactive opportunities with international agents, educational partners and international students; network and connect with regional, national, and worldwide international educators.

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
ISP Student Assistant	20.00	12.00	The ISP Student Assistant processes new student leads, produces and distributes the monthly newsletter, creates and posts content to social media, serves as photographer and assists with events and activities, monitors inventory, prepares documents, conducts research, and does special projects as assigned.

## 2.2d Adequacy and Effectiveness of Staffing

Current staffing levels are adequate to serve the current number of students. ISP estimates that if the international student population reaches 250-300, then additional staffing will be needed. One additional full-time staff will be required, whose responsibilities could be divided 50 percent as an International Student Advisor and 50 percent as an International Student Outreach Specialist.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
------	----------	----	---	---------------	----------------	------

## 2.3a Current Contract Faculty Positions

Position	Description
----------	-------------

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

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
------------	-------------	---------------	-------------	---------------	-------------

**2.3c Faculty Within Retirement Range**

Not applicable

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

Not applicable

### 2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
------	----------	----	---	------------	--------------------------

### 2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Not applicable

### 2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

### 2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

## 2.4f Instructional/Non-Instructional Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

## 2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
------	----------	----	---	------------	----------	-------------	-----------	-------------

## 2.5b Analysis of Existing Facilities

Current facilities for ISP are sufficient for the existing number of staff. However, confidential space for advising students is needed. Currently, international students are served at the A&R front counter. However, issues frequently arise that require a private space to discuss. These range from immigration violations and health concerns to academic probation and financial emergencies.

## 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 \$376 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 future. Enrollments and tuition revenue generated by ISP are illustrated in the data table below.

	Students	Units	<i>Non-Resident Tuition</i>	<i>Capital Outlay</i>	<i>CA Resident</i>	Total Tuition Charged	Total Tuition Received	w/o CA Resident
SP 2022	82	1053.5	\$307	\$23	\$46	\$376	\$396,116.00	\$347,655.00
FA 2021	83	1000.5	\$307	\$23	\$46	\$376	\$376,188.00	\$330,165.00
SP 2021	74	828.5	\$307	\$23	\$46	\$376	\$311,516.00	\$273,405.00
FA 2020	107	1249	\$307	\$23	\$46	\$376	\$469,624.00	\$412,170.00
SP 2020	148	1745	\$290	\$40	\$46	\$376	\$656,120.00	\$575,850.00
FA 2019	165	1946.5	\$290	\$40	\$46	\$376	\$731,884.00	\$642,345.00
SP 2019	181	2372.25	\$258	\$43	\$46	\$347	\$823,170.75	\$714,047.25
FA 2018	192	2515.5	\$258	\$43	\$46	\$347	\$872,878.50	\$757,165.50
SP 2018	193	2635	\$234	\$23	\$46	\$303	\$798,405.00	\$677,195.00
FA 2017	183	2404	\$234	\$23	\$46	\$303	\$728,412.00	\$617,828.00
SP 2017	216	2855.5	\$211	\$13	\$46	\$270	\$770,985.00	\$639,632.00
FA 2016	207	2784.5	\$211	\$13	\$46	\$270	\$751,815.00	\$623,728.00
SP 2016	202	2618	\$200	\$5	\$46	\$251	\$657,118.00	\$536,690.00
FA 2015	180	2366	\$200	\$5	\$46	\$251	\$593,866.00	\$485,030.00

### 3.2 Serve our Diverse Communities

Diversity of staff is a vital component of ISP. Each of our full-time staff has lived and studied abroad. We believe this shared experience is important to understanding and being able to empathize with international students who are adjusting to life in a new country. In addition, ISP regularly employs international student assistants, who can bring unique perspectives and specialized skillsets to the department. Often, they can help

translate for new students who speak the same language. Many ISP marketing materials have been translated into languages most spoken in target recruitment countries, including Chinese, French, Japanese, Korean, Portuguese, Spanish and Vietnamese.

The International Student Advisor works closely with the International Club to offer events and activities that provide the District with opportunities to learn more about the various cultures of the international students. Additionally, ISP is pursuing further collaboration with SRJC Learning Communities and the Intercultural Center to further integrate ISP students with other communities on campus.

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

Fostering professional development incorporates employee engagement, growth, and collegiality. All Classified staff are encouraged to enroll in classes, and professional and personal development workshops. The ISP Director, Coordinator, Advisor and Administrative Assistant meet weekly to check in on projects and share any important updates. The ISP Counselors join the team for a monthly meeting to collaborate and update any policies and procedures.

Staff participate in District-wide committees, task forces and Professional Development Activity (PDA) activities. Staff may also participate in necessary state and national conferences, workshops, 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 occupies the same office space as the Admissions & Records department located in Plover Hall. The following statements from the A&R PRPP also cover ISP:

1. Panic buttons are installed at each front counter window of A&R. All the front counter workstations are equipped with "panic Buttons" which when pressed immediately alert the District Police. There is also a panic button installed in the Director's Office (away from the front counter).

2. The Plover Lobby is equipped with three cameras that focus on the counter areas of A&R as well as Financial Aid and Scholarship. A camera is also placed inside the Records vault.
3. An emergency preparedness area has been established in front of the A&R vault. This area includes the following supplies:
  - Emergency backpack kit containing medical supplies
  - Emergency water and food rations
  - Flashlights
  - Incident reports
  - Emergency Blankets
  - Fire extinguisher
  - Emergency 2-way radio
4. A&R currently has three Area Safety Coordinators (ASC): Debbie Riedmuller, Ilda Lua, and Mitch Leahy. All ASCs attend the District sponsored safety training and are currently involved in developing an office safety plan. Regular safety training is provided for all staff.

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

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 International Student Coordinator is an active board member for Study California and serves as Chair of the Sustainability Committee.

The ISP team use a shared drive on the SRJC network to allow documents to be shared electronically rather than printing copies. ISP also works closely with various departments on campus to share and leverage resources for the benefit of sustainability.

Most ISP marketing materials are shared electronically with prospective students, schools, and agents. ISP has also adopted a fully paperless admissions process. The international student application is available online via CCCApply. The electronic Guarantee of Financial Support and ISP Supporting Documentation in Formstack allows students, agents, and partners to upload their bank statements, passports, and academic records. The COVID-19 guidance from SEVP has allowed ISP to digitally sign and email the Form I-20 directly to students for the duration of the pandemic, which has eliminated printing and shipping costs for admissions.



Correspondence with students is conducted via email or with Constant Contact when messages are sent in batches. We widely use Zoom, social media, and have recently launched LiveChat on the website, as well as other forms of electronic communication.

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**

Not applicable

### 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
2. Student clubs participation				X	X			X	X	X	X	X	X	X	X	X
4. Maintaining legal status				X	X			X	X	X	X			X		X

### 4.2b Narrative (Optional)

## 5.0 Performance Measures

International students are often highly motivated to complete their studies "on time." They pay significantly higher tuition fees to attend SRJC and are often supported by one or more financial sponsors who want to see their investments used well. Most international students attend SRJC with the goal of transferring to a university, but some will complete their programs and return home, or change to another immigration status. The district's SIS was recently modified to track this data and use it to help measure program performance. The data table below shows new/returning and continuing student enrollments, as well as the number of students who completed their program, transferred out to another school, or were terminated in SEVIS each semester:

Term	New/Returning	Continuing	Completed	Transferred	Terminated*
SP 2022	23	59	5	3	4
FA 2021	26	44	8	18	9
SP 2021	4	69	9	10	16
FA 2020	8	94	11	21	21
SP 2020	22	121	8	10	20
FA 2019	30	127	11	23	27

\*Termination reasons: Authorized Early Withdrawal, Leave of Absence, Change of Status Approved, Failure to Enroll, Unauthorized Drop Below Full-Time.

As explained previously, several external factors have led more international students to withdraw or take leaves of absence from SRJC in recent years. We expect it will take time for our program to recover and stabilize our enrollment, and perhaps years to reach pre-pandemic numbers. When on-campus housing becomes available for our students, we believe that the opportunities for an international living-learning community will bring new life to our program. While the environment of international education still faces some immediate challenges, ISP remains optimistic and looks forward to continuing to adapt and implement ongoing virtual methods of outreach and student service.

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

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	03	02	Enrollment recovery	Continue with virtual and online recruitment efforts while expanding in-person international recruitment efforts as it becomes safe to do so. Provide a welcoming and reassuring environment for new students.	2021-2022	In-progress. Our new student enrollments increased 225% in Fall 2021 and 475% in Spring 2022 from the same term in the previous year.
0002	ALL	03	02	International Student Housing	International student enrollment has been hit hard by the pandemic. ISP believes that the new dormitories will allow us to pivot and become a residential program and establish a strong international living/learning community on the Santa Rosa campus. Planning should start ASAP for a successful launch in Fall 2023.	2021-2023	In-progress, waiting for opportunity to work with Student Life, housing is still slated to open in Fall 2023.
0003	ALL	03	02	Inter-departmental Cooperation	Work to further develop opportunities for collaboration between ISP, the International Student Club, and the Intercultural Center, including the learning communities.	2021-2022	In-progress, has been difficult to achieve remotely.

**6.2b PRPP Editor Feedback - Optional**

## 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	03	02	Enrollment recovery	Continue with virtual and online recruitment efforts while expanding in-person international recruitment efforts as it becomes safe to do so. Provide a welcoming and reassuring environment for new students.	Ongoing	Available within current budget
0002	ALL	03	02	International Student Housing	International student enrollment has been hit hard by the pandemic. ISP believes that the new dormitories will allow us to pivot and become a residential program and establish a strong international living/learning community on the Santa Rosa campus. Planning should start ASAP for a successful launch in Fall 2023.	2022-2023	N/A
0003	ALL	03	02	Inter-departmental Cooperation	Work to further develop opportunities for collaboration between ISP, the International Student Club, and the Intercultural Center, including the learning communities.	2022-2023	N/A