

Santa Rosa Junior College

Program Resource Planning Process

International Student Programs 2014

1.1a Mission

The mission of the International Student Program is to recruit a diverse international student population; process all necessary documentation to accept, monitor, and manage international students and provide reports as needed; and to ensure international students are provided the support services needed for their success and satisfaction in the classroom and through student engagement in extra-curricular activities and involvement with other SRJC students - both international and domestic.

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. Before arriving at SRJC, supply potential students with information on the 2+2 program and transfer agreements that provide a map for international students to complete their goals. This is an essential step in the recruitment process so students and parents are well informed and also prepared to attend SRJC which is costly for international students.
2. The foundation skill most needed of international students is ESL. The ISP budget pays for an ESL instructor to serve as a liaison to ISP. The liaison will monitor the progress of the international students in ESL courses and facilitate a Peer Mentor program to assist students with their acclimation to the United States and SRJC which are key in helping students succeed.
3. Providing adequate counseling services. Counseling is an essential part of helping students to meet the transfer goal.
4. Work with the International Club to promote student engagement and involvement and development of friendships.

5. Provide the following programs and services that are specifically offered for international students:
 - * Two-day new student orientation
 - * Tours of Santa Rosa area and San Francisco for first-semester students
 - * Special meetings and assistants through Student Employment Office

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. Work with the International Club to offer multicultural activities and events that promote globalization and understanding and appreciation for other cultures.

D. Improve Facilities and Technology

1. Promote the use of the SRJC International Student Program and SRJC International Club Facebook groups.
2. Use the Facebook groups to engage students in sharing information and collaboration.

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 team members have input to changes and development of the program.
2. Promote professional conferences, webinars, and other training to promote professional growth and cultivate job at work and lifelong learning.
3. Hire staff that have experience working with international students and/or working in other countries to provide the understanding, compassion, and appreciation for the challenges faced by international students.

G. Develop Financial Resources

Registration fees from international student can provide a revenue stream for the district. Several marketing efforts are essential in recruiting international students.

1. Develop a marketing strategy to recruit international students through online resources such as FaceBook, ISP website, online publications, and vendor services.
2. Increase the number of international agents throughout the world to assist in recruiting students and provide training opportunities for these agents.
3. Travel to other countries a minimum of three times each fall and spring semester to meet with agents, students, and parents.
4. Develop an ambassador program for current students.
5. In concert with the Alumni Association, develop an international student alumni.

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. Conduct online surveys to get feedback from students.
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 and Peer Mentor Program.
5. Analyze data produced through marketing efforts (i.e. Google analytics, online publications (i.e. electronic brochure views, CollegeWeekLive activities, Colleges in the USA views, and others).
6. Surveys and informal feedback from international agents.

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 were 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) is on recruitment. Marketing materials will be translated into multiple languages. Recruitment tours will be planned to Asia, Europe, and emerging economies. Relationships with agents and partners will be 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 21st 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 2014 enrollments increased to 130. With continuing support from the district, the International Student Program anticipates 400 international students will be enrolled at SRJC by Fall 2017.

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

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.

Four of the top 10 community colleges hosting international students are located in California:

Santa Monica	3,471
DeAnza	2,728
Diablo Valley	1,663
City College of SF	1,550

These colleges have been actively recruiting international students for 15 or more years, so SRJC is behind in these efforts. Most students, parents, and agents in other countries are unaware of SRJC. 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 has experienced a significant return on their investment. For example, Ohlone College in Fremont, California, had an international student enrollment of 63 in 2006; five years later, their enrollment increased to 360. That increase generated over \$2 million in revenue for their district.

The first year the ISP office was created, the international enrollment was 149. After making concerted efforts to market the program the first year, enrollments grew in 2013-14 to 181, a 21 percent increase. It is anticipated the enrollments will continue to climb

each academic year. The rate of increase in enrollments will depend largely upon the efforts and resources dedicated to recruitment and working with current students.

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 get the "big picture." The November 2013 edition indicates the number of international students in the U.S. increased by 7 percent over the previous year, showing an increase of nearly 40 percent over the past decade. The largest increase in new international student enrollment was at the undergraduate level, which grew by 12 percent from 2011/12 to 2012/13. The overall enrollment by international undergraduate students exceeded graduate enrollment for the second year in a row. This is very good news for community colleges.

California is still the #1 state selected by international students to study. . However, the percentage of growth of international students from 2011/12 to 2012/13 was only 8 percent, while Massachusetts grew by 12.7 percent, Pennsylvania by 11.6 percent, and Indiana by 10.0 percent.

In addition to enrollment trends, *Open Doors* identifies the countries of origin of international students studying in the U.S. The percentage of international students from China increased by 21.4 percent, Brazil by 20.4 percent, Indonesia 7.6 percent, Germany 5.0 percent, Nigeria 4.1 percent, Colombia 3.9 percent, and Vietnam 3.4 percent.

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. While SRJC does not have an IEP (intensive English program), the data identifying the leading places of origin of IEP students in California is being used to identify countries in which SRJC may want to recruit. The top five countries listed are:

Saudia Arabia 5,421 (SRJC is not yet approved by Saudi Arabia to receive their students)

China	4,758
Japan	3,741
South Korea	2,965
Brazil	2,697

Trends in other countries can have an impact on this program. If there is political unrest or major economic challenges in a country, international students may not be studying abroad and our recruitment efforts in those countries may not be successful.

A major resource challenge for the International Student Program is counseling support. In 2012-13 ISP did not have a specific liaison counselor assigned to advise the students and assist the program. In 2013-14 a regular counselor was assigned to work with ISP for 20 percent of the counselor's load. That counselor was reassigned at the end of the spring 2014 semester, and an adjunct counselor was given an assignment of 10 percent (7 hours a week) to assist international students. The enrollment of international students is increasing and the amount of counseling assistance has decreased. New international students need more help than domestic students because everything is new to them. They have no points of reference since our educational system and practices are so different than in their countries.

2.1a Budget Needs

"Many institutions are involved with (or are planning on becoming involved with) international education because of the financial promise that international students can bring. This is understandable but bothersome because most institutions are not aware of what is needed or do not have the capacity to ensure the success of international students – special, dedicated academic and counseling services, dedicated cultural integration programs before and after international students arrive, ongoing and targeted student engagement, and much more."

----*Henri Migala, Ed.D., M.P.H.*
Director, International House (I-House)
UC San Diego

International student enrollments are still considerably lower than those from other community colleges. Diablo Valley College has over 1,900 international students, and even Butte College has over 160. However, they have been involved in growing their programs longer. With the district's support of ISP in the last two years, enrollments are beginning to grow.

Fa 2012	Fa 2013	Fall 2014	Sp 2013	Sp 2014	Spring 2015
75	89	128	74	93	est. 150

As with all programs, a major component for success is staff. One full-time, regular faculty member has been reassigned to Student Services to coordinate the International Student Program (ISP). There are currently two International Student Advisors who process all applications, monitor students, and assist students with many of their needs while at SRJC. In addition, the program now has a permanent 40-hour a week administrative assistant II.

The major position that is needed is a full-time counselor dedicated to international students. The first semester at SRJC, international students require much more assistance since everything is new to them - the language, the class requirements, customs, etc. All colleges and universities that have been successful in increase their international student enrollment have at least one full-time counselor assigned to the program.

In addition, additional funding is needed for marketing, consultant and agency services, and travel and other expenses related to support recruitment efforts. Marketing and recruitment is expensive but these are essential expenditures. Significant increases are usually not realized for 2-3 years, but SRJC will experience incremental movement.

Other needs that international students have are housing assistance, event planning, activity planning. The current staff do not have the time to develop these student services to the international students.

Also, supplies, mailing, student help, professional development, travel expenses, are all expenditures that need to be increased as the number of international student enrollments increase.

This is the one program that can add significant revenue for the district if adequate staff and budget are provided. The budget increases requested, especially staff, will have a direct impact on the number of international students that the ISP can recruit and manage.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	Santa Rosa	03	02	\$20,000.00	Subscription to web-based programs that will market SRJC in multiple languages on dozens of country-based network sites to increase visibility and search results.
0001	Santa Rosa	00	00	\$27,000.00	Agency fee of \$900 for each new student for one year. Estimating 30 new students from agencies in 2014-15.
0002	Santa Rosa	00	00	\$40,000.00	Travel expenses to attend educational fairs, meet and train agents in several countries, provide seminars and workshops for students and parents in other countries.
0002	Santa Rosa	00	00	\$12,000.00	Marketing materials in multiple languages and mail to schools and agents. Additional videos needed - student testimonial, international student activities - hire storyboard writer and videographer.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
International Student Advisor	20.00	12.00	Responds to email, telephone, in-person and web inquires regarding applying for academic program, student visa process, etc. Advises students on maintaining lawful status, granting immigration benefits, resolving status violations. Serves as a Designated School Official approved by the Department of Homeland Security, and functions as the principal contact between the federal government and SRJC. Maintains data and produces reports for district and for International Student Program to continually make improvements as the program grows.
International Student Advisor	10.00	12.00	Responds to email, telephone, in-person and web inquires regarding applying for English language program, student visa process, etc. Serves as a Designated School Official approved by the Department of Homeland Security, and issues I-20 acceptance documents. Monitors progress of students. Liaison to ELS agency to recruit students.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Academic Records & International Admiss	2.00	12.00	Supervises International Student Advisors 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. Applies to SEVIS to allow district to provide various forms of visas. Note: This responsibility is a small portion of the manager's job.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant	25.00	10.00	Assists Director of International Programs in serving students and performs administrative duties in absence of permanent administrative assistant position.
Student Advisor	20.00	10.00	Assists in developing marketing materials, monitors social media sites, organizes student activities and events, manages field trips.
Student Worker	15.00	8.00	Assists with office work. Duties depend upon skill sets of student. Those with good technology skills can assist with creating flyers and publications.

2.2d Adequacy and Effectiveness of Staffing

Student Services is the key to increasing our international student enrollments. Marketing and recruitment efforts have increased and the district is experiencing a return on those investments. The staff needed to help the students through their entire experience at SRJC is essential to getting the students here, keeping them here (persistence), and ensuring the students meet their educational goals. Studies have shown that if international students are satisfied not only with their education but how they are taken care of at their American school, they will return to their own countries and spread the word – they will be SRJC ambassadors and encourage their friends and family to attend SRJC.

The current coordinator/director of the International Student Program is a regular faculty member reassigned to Student Services. There are no other full-time, regular employees assigned to this program area. California community colleges with successful international student programs have regular staff to recruit students and care for them while they are attending the college.

The practice at SRJC is to use enrollment figures to determine when to hire regular/permanent staff. This is a program that needs the staff in the beginning to recruit and take care of the students. Without adequate staff, the program will grow much slower than it could and may also be a detrimental to future enrollments if there is inadequate staff to take care of the international students when they are at SRJC. Students who leave SRJC dissatisfied on how they have been treated will not be helpful to the college's recruitment process. Also, staff is needed to be more proactive with the student applicants to help increase the percentage that register and come to SRJC.

	Applications accepted	Percentage Registered
Fall 2012	36	72%
Fall 2013	53	77%
Spring 2013	27	48%
Spring 2014	42	50%

A regular counselor was assigned 20 percent to work with international students in 2013-14. That counselor is being returned to general counseling because of other commitments to the department. An adjunct counselor is being assigned to help the international students, but is only available 7 hours a week. As is emphasized in the Student Success Initiative, counseling is a key component. This is no different for the ISP. International students actually need more assistance in the beginning because everything is new to them - the educational system, the customs, the food, etc., etc. Students who have been working with the counselor in 2013-14 will now need to work with a new counselor which does not provide continuity for them and does not demonstrate a solid commitment to the international students.

1. Administrative Assistant II (40 hours a week, 12 months)

From August 2013 through mid-April 2014, an STNC worked approximately 25 hours a week for a maximum of 100 days. That STNC left for a full-time job. This is the second STNC that this program has had in two years. Finding and training new STNCs takes a considerable amount of time, and they do not stay for long periods of time given the hourly salary and the need for most STNCs to find full-time

employment. Because the coordinator/director of the ISP travels throughout the year and is away from the office for 1-3 weeks at a time, a full-time AA3 is essential to managing the day-to-day operation of the ISP and providing continuity to the program.

The regular faculty member assigned to coordinate the ISP is expected to do research, build new systems, develop marketing strategies, work with an increasing number of foreign agents, host international visitors, travel for recruitment purposes, plan activities and events for current international students, and many other tasks. Without sufficient support staff, the regular faculty member has to take her own time to do the clerical and administrative support tasks, allowing less time for the tasks and activities that will actually increase the number of international students who attend SRJC. Without adequate administrative support staff, it is impossible to complete all that is necessary to build a strong, successful program. The coordinator/director has developed agreements with over 24 agents and schools in the last 18 months. The marketing assets created and distributed, the hiring of a consultant for the Asian territory, and the numerous recruitment trips has increased the workload in the ISP. Without a full-time, regular administrative assistant to help with this increased workload, the coordinator/director will need to travel less and work with fewer agents in order to ensure quality of the program. It is not possible to maintain quality and increase quantity with inadequate support staff.

2. International Counselor (full-time)

This position is mentioned here, although it is a faculty position. Information will be included in 2.3e.

International students are thousands of miles away and do not understand the California educational system. Most of the international students plan to transfer. The myriad of options is overwhelming to them. It takes more time to assist international students because of their unfamiliarity with our systems, language, and culture. These students are quite anxious, and if they do not receive the attention they need, they will seek help from another community college. We know that students apply at more than one college. Some students are more needy and require more assistance from the counselor. When these students have to wait hours for a drop-in counselor, they get even more anxious and their view of the services provided by SRJC to them becomes more and more negative. English is not their first language and the educational system and expectations are very different from their own countries. A full-time international counselor dedicated to the International Student Program would be able to do follow-up with the students accepted and waiting for assistance before arriving at SRJC; a full-time international counselor would have sufficient time to meet numerous times with each international student to ensure they were taking the courses they need and were getting additional help as needed; a full-time international counselor could be assigned to teach a counseling course to assist the international students in acclimating to SRJC; a full-time international counselor would be able to assist in the orientation days before the semesters begin and in the various events created for international students. While the number of international students is still low, a full-time counselor is needed now to help assist in developing a strong student services program for this special population. Until the numbers grow, this counselor could be assigned to drop-in counseling for a certain number of hours each week to assist the general students. However, the primary responsibility of this counselor would be to the international students, and the counselor should be located in Plover Hall so the person becomes part of the entire ISP team that provides services to the international students.

3. Marketing and Events Coordinator

Marketing materials and resources must be updated and maintained regularly. These include print materials such as brochures, flyers, and fact sheets. Electronic materials include the ISP website,

PowerPoint presentations, videos, etc. Also, social media has become a growing source of information for students. Daily monitoring and posting to Facebook, Twitter, Instagram, blogs, and other social media sites is essential for a healthy marketing problem. Some countries block U.S. social media sites, so coordination with outside sources to host SRJC social media is needed.

Research has proven international students may do well in classes but feel isolated and do not establish friendships with local students or other international students. Students who have developed strong personal relationships become better ambassadors for the college and through word-of-mouth can assist SRJC in recruiting more students from their home countries. An events coordinate can plan activities for international students and can work closely with the International Club.

Other events that need coordination include:

- Two-day orientation before the semester begins
- Meet & Greet event
- End-of-semester reception

The ISP hosts international visitors throughout the year. These visitors may be from schools in other countries, potential or current agencies working with SRJC, parents and potential students learning about SRJC, partner colleges and universities, etc. A coordinator would be responsible for organizing these visits.

Another service that is needed is to assist international students with housing. The international students do not have the level of English needed to navigate through the rent process. They do not understand the terminology and legal requirements. For example, the property manager for the apartments close to the campus does not accept credit cards or accept electronic transfers. This is unheard of in many countries. They are asked to obtain a money order or certified check from the bank which is a confusing process to them and sometimes to the banks. Also, we have no effective mechanism for helping international students find roommates, either when they first arrive or as a continuing student when a roommate leaves.

This is another high priority position for the International Student Program. After the students are accepted, they have to find housing. If SRJC cannot provide this service, the word will be passed on to their friends, family, and agents and our recruitment efforts will be negatively affected.

4. International Student Advisors (full-time)

The program has 30 hours a week of International Student Advisor time. Two regular classified individuals are responsible for sharing the responsibilities for processing certificate petitions and evaluations in the Admissions & Records Office. The end of fall and spring semesters are the busiest time for processing certificates and have the highest priority. This is also the time when potential international students are inquiring about attending SRJC and are submitting applications. Unfortunately, those applications do not get attended to in as timely a manner because of the other workload required of these International Student advisors.

For the International Student Program the International Student Advisors are asked to reply to all inquiries via email and phone, receive and process applications, monitor current students who must maintain legal status, assist current international students throughout the year on a myriad of matters, maintain data and generate reports, and many other tasks too long to list here. There is no time left to

be proactive with inquiries or follow-up with the students who have been accepted to encourage them to register. Emails, phone calls, and Skype calls could be used to contact the applicants to see what the advisors can do to help them through the arduous task of completing the online CCC application and contacting a counselor. After those tasks are accomplished, the international students are asked to complete the online orientation – yet another obstacle for them to complete before registering for classes online (yes, registering online is also a challenge for students).

5. International Recruiter

The coordinator/director of ISP travels two to three times each semester to various countries to meet with other agents and schools. These trips are essential to building strong relationships with the agents and partner schools. Each of those trips is one or two weeks in length. This person is also responsible for supervising all other functions of the ISP, including involvement with student events and activities and developing and implementing strategies for increasing enrollments. Other international recruiters will be needed as agents and partners increase.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	03	02	STNC	Administrative Assistant II	Classified
0002	Santa Rosa	01	02	25% International Student Advisor	100% Intl Student Advisor/Recruiter (O)	Classified
0003	Santa Rosa	01	02	STNC	Meeting & Events Coordinator (O)	Classified

2.3a Current Contract Faculty Positions

Position	Description
100% reassignment from Business Admin Dept	Redeveloping and building international programs. Coordinates recruiting and marketing efforts--develops partnerships with international agencies.

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
Not Applicable	0.0000	0.0000	0.0000	0.0000	Not applicable

2.3c Faculty Within Retirement Range

The one reassigned faculty member is within retirement range.

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

International Counselor

This information is provided in the ISP PPRP to support the Counseling Department request.

International students are thousands of miles away and do not understand the California educational system. Most of the international students plan to transfer. The myriad of options is overwhelming to them. It takes more time to assist international students because of their unfamiliarity with our systems, language, and culture. These students are quite anxious, and if they do not receive the attention they need, they will seek help from another community college. We know that students apply at more than one college. Some students are more needy and require more assistance from the counselor. When these students have to wait hours for a drop-in counselor, they get even more anxious and their view of the services provided by SRJC to them becomes more and more negative. English is not their first language and the educational system and expectations are very different from their own countries. A full-time international counselor dedicated to the International Student Program would be able to do follow-up with the students accepted and waiting for assistance before arriving at SRJC; a full-time international counselor would have sufficient time to meet numerous times with each international student to ensure they were taking the courses they need and were getting additional help as needed; a full-time international counselor would be assigned to teach a counseling course to assist the international students in acclimating to SRJC; a full-time international counselor would be able to assist in the orientation days before the semesters begin and in the various events created for international students.

The counselor should be located in Plover Hall so the person is closer to the International Student Advisors and the ISP Office that provides services to the international students.

In addition, the International Counselor should be assigned to teach a section of COUN 10, First Year Experience, earmarked for international students. This course is transferrable and international students in the academic program will be strongly encouraged to take the course. The international ESL students need a similar course developed as part of the student success initiative needed for international students.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	Santa Rosa	01	02	International Student Counseling	Assigned to work directly with ISP. Request is also in Counseling Dept PRPP
0001	Santa Rosa	01	02	International Student Program	10% reassigned time for an ELS instructor to work with international students and be liaison to ISP

2.4b Rational for Instructional and Non-Instructional Equipment, Technology, and Software

Software is needed to help manage international student data. More information is needed than what the SRJC SIS system can provide.

- Data from international student applications which is a separate application than CCCApply. Needed to develop marketing strategies for world regions, for example.
- Recruitment efforts - potential students contacted, by what means, how often, results, etc.
- Managing dozens of international agents - number of applicants received, payments to agents, areas of world, extended contract durations or terminating, etc.

Research will need to be done on the best software program to purchase.

2.4c Instructional Equipment and Software 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, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	01	02	Software to manage intl student program act	1	\$20,000.00	\$20,000.00	Peg Saragina	518 Plover	Peg Saragina

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0000	ALL	00	00	Urgent			\$0.00	ISP left this blank because Freyja includes information in her PRPP for all of A&R needs

2.5b Analysis of Existing Facilities

ISP left this blank because Freyja Pereira includes facility needs in A&R PRPP and has included information about the need for an International/Global Center.

3.1 Develop Financial Resources

N/A

3.2 Serve our Diverse Communities

The international students contribute different perspectives and share their differences in the classroom, in the departments within which they work, and with other students and SRJC employees with whom they come in contact. In recruiting international students, special attention is being made to market and recruit from all inhabited continents to increase the diversity of our overall student population. The International Student Program office works closely with the International Club to encourage events that promote and foster cultural learning experiences.

3.3 Cultivate a Healthy Organization

The International Student Program team members are members of NAFSA which is the world's largest nonprofit association dedicated to international education and exchange, with over 10,000 members in over 150 countries. Members of ISP attend the annual and regional conferences, participate in webinars, read journals, and follow news lists in order to maintain currency in this field.

In addition to NAFSA, numerous articles and research are reviewed from various sources. Training in other areas such as technology, customer service, etc., are sought after to ensure the program has the most professional and trained employees working in it.

3.4 Safety and Emergency Preparedness

The International Student Program is part of Admissions & Records. All safety and emergency preparedness matters are managed, maintained, and implemented through A&R.

3.5 Establish a Culture of Sustainability

Because ISP works internationally, most of the work is conducted and maintained electronically. A shared drive on the SRJC network is used to reduce the need to copy, print, and distribute materials amongst the ISP team members. An electronic brochure was developed to make it easier to distribute to potential students.

Systems are developed to increase the efficiency of office practices, and instructions are written and maintained in a procedures manual. ISP has been hiring STNCs and students, and these systems and instructions make it easier to sustain the effectiveness of the program.

4.1a Course Student Learning Outcomes Assessment

N/A

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 clubs or activities.
3. Acclimate to the college for their social well being by becoming friends with local students and other international students in classes and at college sponsored events.
4. Demonstrate an understanding of the requirements for maintaining legal status by communicating regularly with the International Student Advisors.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented

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
Attend Events			X	X	X		X	X	X	X	X	X	X	X	X	X
Maintain Legal Status		X	X		X			X	X	X	X					
New Student Orientation			X	X	X	X	X	X	X	X	X	X	X	X	X	X
Participate in Activities		X	X	X	X		X	X	X	X	X	X	X	X	X	X

4.2b Narrative (Optional)

5.0 Performance Measures

Cohort Title: F-1 International Students

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. Failure to maintain academic status and student visa status can result in deportation.

F-1 International Students represent a very small percentage (.25%) of the College's overall student population. However, on average, each F-1 student enrolls in 15 units each semester and generates approximately \$7,350 each year. 150 F-1 students generate over a million dollars in revenue each year. With a dedicated international student budget, which would provide for more targeted recruitment efforts, the College would have the potential to increase this student population and in turn generate a significant revenue stream for the College.

The persistence rates are high for this group at approximately 83%. This is a motivated group primarily because they are making a significant financial commitment to complete their programs in a prescribed amount of time. They are not eligible for financial aid, are required to maintain full-time status (12+ units each semester) and must complete their degree programs within a prescribed 2-3 year period before their visa expires. They have specific education goals upon entering and are focused to complete their studies to either transfer to a four year university or return to their home country with their U.S. degree.

By increasing our international student body, we bring cultural diversity to our college community with representation from over 50 countries. These students are a wonderful resource, providing information and insights into the global community and creating opportunities for all students and faculty to explore other cultures.

Cohort Title: F-1 International Students					
2012-2013		F-1 Internationa l No.'s	District No.'s	F-1 Internationa l %	District %
GENERAL DATA					
Total Students		89	37,431	100.00%	100.00%
Enrolled in Credit		88	32,359	98.88%	86.45%
Enrolled in Non-Credit		59	13,425	66.29%	35.87%
English Primary Language					
Yes		73	29,896	82.02%	79.87%
No		16	7,535	17.98%	20.13%
Enrollment Location					
Online ONLY		2	1,887	2.25%	5.04%
Santa Rosa ONLY		66	19,645	74.16%	52.48%
Petaluma ONLY		3	3,562	3.37%	9.52%
Other ONLY		0	5,671	0.00%	15.15%
Santa Rosa & Petaluma		14	4,657	15.73%	12.44%
Santa Rosa & Other		4	1,747	4.49%	4.67%
Santa Rosa, Petaluma, Other		0	262	0.00%	0.70%
ACCESS					

Gender				
Male	34	16,747	38.20%	44.74%
Female	51	19,866	57.30%	53.07%
Unknown	4	818	4.49%	2.19%
Age Group				
< 20	10	7,911	11.24%	21.13%
20 - 24	53	11,368	59.55%	30.37%
25 - 29	21	5,298	23.60%	14.15%
30 - 34	1	3,243	1.12%	8.66%
35 - 39	1	2,099	1.12%	5.61%
40 - 50	3	3,334	3.37%	8.91%
50 +	0	4,178	0.00%	11.16%
Ethnicity				
White	13	19,757	14.61%	52.78%
Asian	53	1,399	59.55%	3.74%
Black	4	906	4.49%	2.42%
Hispanic	10	11,033	11.24%	29.48%
American Indian/Alaskan	0	308	0.00%	0.82%
Pacific Islander	2	153	2.25%	0.41%
Filipino	1	294	1.12%	0.79%
Multi-Ethnicity	0	1,417	0.00%	3.79%
Unknown	6	2,164	6.74%	5.78%
Disability				
Primary Disability	2	2,062	2.25%	5.51%
Secondary Disability	0	884	0.00%	2.36%
Dept of Rehabilitation	0	75	0.00%	0.20%
	2012-2013	F-1 Internationa I Numbers	District Numbers	F-1 Internationa I %
	ACCESS - continued			District %
Financial Aid				
Not Received	88	24,137	98.88%	64.48%
Received	1	13,294	1.12%	35.52%
BOG Waiver	0	13,072	0.00%	34.92%
PELL Grant	0	4,774	0.00%	12.75%
Other	1	1,672	1.12%	4.47%
	PROGRESS			
Persistence				
Enrolled in Fall	67	26,441	75.28%	70.64%
Persisted to Spring	56	18,300	83.58%	69.21%
Did not Persist	11	8,141	16.42%	30.79%
	COURSE COMPLETION			
Degree Applicable				
Attempted	583	128,756	77.12%	78.45%
Failed	86	33,687	14.75%	26.16%

	Successful	497	95,069	85.25%	73.84%
	ESL				
	<i>Attempted</i>	18	1,813	2.38%	1.10%
	Failed	1	384	5.56%	21.18%
	Successful	17	1,429	94.44%	78.82%
	English				
	<i>Attempted</i>	6	1,705	0.79%	1.04%
	Failed	0	595	0.00%	34.90%
	Successful	6	1,110	100.00%	65.10%
	Math				
	<i>Attempted</i>	0	2,211	0.00%	1.35%
	Failed	0	730	0.00%	33.02%
	Successful	0	1,481	0.00%	66.98%
ACADEMIC SUCCESS					
	Degrees	22	1,531	24.72%	4.09%
	Certificates	7	572	7.87%	1.53%
Optional Under General Data					
	Petaluma Units Breakdown	17	8,735	100.00%	100.00%
	Zero Units	0	566	0.00%	6.48%
	3.0 OR LESS	8	2,814	47.06%	32.22%
	3.5 - 6.0	4	2,032	23.53%	23.26%
	6.5 - 9.0	1	1,097	5.88%	12.56%
	9.5 - 12.0	0	652	0.00%	7.46%
	12.5 - 15.0	1	522	5.88%	5.98%
	15.5 - 18.0	1	324	5.88%	3.71%
	18.5 - 21.0	0	263	0.00%	3.01%
	21.5 - 24.0	1	207	5.88%	2.37%
	24.5 - 27.0	1	146	5.88%	1.67%
	27.5 - 30.0	0	80	0.00%	0.92%
	30.0 +	0	32	0.00%	0.37%
	12.0 - 21.0 Units	2	1,220	11.76%	13.97%
	21.5+	2	519	11.76%	5.94%

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	Santa Rosa	05	02	Develop an infrastructure	Develop procedures and write instructions	2013-2014	Completed but ongoing
0002	Santa Rosa	01	02	Create activities to support students	Organize Meet & Greet and End-of-semester events	2013-2014	Completed
0003	Santa Rosa	03	02	Implement recruitment strategies	Develop marketing materials and resources	2013-2014	Completed but ongoing

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Santa Rosa	The International Student Program continues to evolve. Marketing efforts are helping to increase enrollments and diversify the international student population. Activities with faculty are being increased to address needs of international students to ensure student success. Efforts will be made next year to analyze the retention and satisfaction rates of the international students and develop goals to improve if needed.

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	Santa Rosa	03	02	Increase number of different countries of origin of international students	Increase student diversity	2014-15	Funding to market to different markets both virtual and through trips to other countries
0001	Santa Rosa	03	02	Increase number of different countries of origin of international students	Increase student diversity	2014-15	Funding to market to different markets both virtual and through trips to other countries
0002	Santa Rosa	03	02	Increase international student enrollment	Increase diversity and revenue	2014-2015	Funding for marketing and trips to other countries
0003	Santa Rosa	05	02	Increase international agents	Develop partnerships with international agents and obtain MOUs	2014-2015	Trips to other countries
0004	Santa Rosa	05	02	Diversify marketing tools	Use social media tools to market ISP	2014-2015	STNC Social Media Marketing Coordinator
0005	Santa Rosa	05	02	Increase/improve marketing tools and/or techniques	Add online marketing services	2014-2015	STNC Social Media Marketing Coordinator
0006	Santa Rosa	03	02	Visit more countries	Increase SRJC's presence in more countries	2014-2015	Current staff travel and virtual presence
0007	Santa Rosa	05	02	Increase relationship with Education USA	Attend virtual and face-to-face educational fairs sponsored by Education USA	2014-2015	Funding for travel; staff time to recruit
0008	Santa Rosa	03	02	Incorporate CCIP grant (J-1) students	Include CCIP students in all activities and events with F-1 international students	2014-2015	Current staff and CCIP grant coordinator