

Santa Rosa Junior College

Program Resource Planning Process

International Student Programs 2016

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 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 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

"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.

Additional funding is needed for marketing, consultant and professional services, travel, and other expenses related to support recruitment efforts. Marketing and recruitment is expensive but these are essential expenditures needed to continue to increase international student enrollments.

This is the one program at SRJC 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
0000	ALL	00	00	\$0.00	
0001	Santa Rosa	04	02	\$30,000.00	Annual amount needed for specialized software to manage international student and recruitment data that is not available through SIS or other SRJC programs to be able to analyze effectiveness of the program and measure student success.
0002	Santa Rosa	05	02	\$10,000.00	More marketing materials and supplies are needed as ISP expands its reach to more countries.
0003	Santa Rosa	03	02	\$100,000.00	Hire consultants and professional recruiters living in other countries. This will be instrumental in increasing interest & enrollments.
0004	Santa Rosa	03	02	\$100,000.00	Additional staff travel needed to market SRJC to more countries and more often.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
International Student Advisor	40.00	12.00	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 the federal government and the school.
Coordinator, International Student Recruitment	40.00	12.00	Coordinates international student recruitment and outreach activities; travels overseas and represents the district program and services to prospective students, parents, counselors, advisors, and other 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	Performs administrative support duties for the International Student Program requiring a high degree of expertise in more than one of the areas of office management, fiscal management, customer relations, or other specialized services; may serve as the lead worker for other classified staff within the area/department; supervise and organize the work of student employees and short term, non-continuing personnel; and perform related work as required.
Administrative Assistant II	24.00	12.00	District initiated reassignment as of August 1, 2016. Will have responsibility of managing international agents and partners and assist in coordinating international travel.
Administrative Assistant II	20.00	12.00	New hire approved and expected to be filled in early fall 2016. Will be responsible for some recruitment efforts directly with potential students (leads), assist

			in managing ISP data and producing ISP reports, and manage current student population data.
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2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Dean, Admissions, Records & Enrollment Development	1.00	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 dean's job.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
STNC Social Media Marketing & Events Coordination	25.00	12.00	Analyze marketing data to enable data-driven decisions, use and implement social media tools; assist in development and coordination of marketing techniques and tools. Limited to 175 days and 1000 hours per fiscal year.
Student Worker(s)	30.00	12.00	Assists with office work. Duties depend upon skill sets of student. Those with good technology skills can assist with creating flyers and publications.
STNC ISP Assistant	15.00	12.00	Assist with events, drive vans to transport students from SFO and on tours; produce electronic newsletters; liaison to student International club. Limited to 175 days and 1000 hours per fiscal year.

2.2d Adequacy and Effectiveness of Staffing

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. Consideration should be made to create a management position to provide sustainability of the program. The current and expected AAll positions are adequate at this time.

High Priority: International Counselor

A full-time counselor dedicated to international students is needed. This request needs to come from the Counseling Department and not the International Student Program; however, it is important to provide rationale and support for a counselor for ISP.

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 increasing their international student enrollments have at least one full-time

counselor assigned to the program. During 2012-13 a full-time, regular counselor was assigned to work with international students. In 2013-14 that regular counselor was reassigned and replaced with an adjunct who provided 7 hours of assistance per week (20% of what the regular counselor was providing). In 2014-15, a different adjunct counselor was assigned to ISP providing 14 hours a week assistance to international students. The inconsistency in counseling support and lack of sufficient hours to assist international students not only resulted in reduction of essential services to the international students who are registered at SRJC but also reduced the number of new students who were accepted but not contacted in a timely manner. The counseling staff at SRJC is knowledgeable and helpful, however, there have not been a sufficient number of full-time counselors to be able to assign a full-time counselor only to ISP. In addition, if a new position is sought, emphasis should be placed in hiring a counselor who has experience working with international students and is familiar with the federal regulations and challenges experienced by these students.

When international students are accepted, they are living in their own countries. A counselor needs time to be proactive with email, Skype, or call the international students to advise the students and assist them in completing the registration process as well as answer the myriad of questions new international students have about coming to SRJC. Through marketing efforts, the number of applications is increasing; however, the yield rate is a concern as noted by the chart below. A permanent, full-time international counselor dedicated to international students can assist in increasing international student registrations by working with accepted applicants to assist them in getting through the various processes needed and help them register for classes. Too often international students will get frustrated and without help, will seek another educational institution who can provide them the assistance they need.

Semester	Applied	Accepted	% Accepted	Registered	% Registered
Fall 2015	110	93	84%	54	58%
Fall 2014	100	84	84%	53	63%
Fall 2013	60	53	88%	41	77%

In addition to advising students, it would be beneficial for the international counselor to teach a Counseling 10 class for the new students and a section of the new INTDIS 91 course, U.S. Life and Culture, to assist new students in getting acclimated to the U.S. educational system, SRJC, and the culture. These courses are extremely helping in promoting student success and satisfaction among international students.

Priority 1: Housing Coordinator

It is difficult for international students and their parents to secure housing before the students arrive in Santa Rosa. International students do not have credit ratings, they do not have U.S. references, they do not have local bank accounts, etc. These students are unfamiliar with the area so when they attempt to work with property managers, they are unsure how far an apartment is from the college or if the apartment is in a good neighborhood. There are a myriad of challenges that international students experience when attempting to find housing and roommates. New students often arrive without housing and are left to stay in hotels. They become quite frustrated and need assistance. Colleges and universities with successful international student programs have staff members who help international students find housing and roommates. The international student enrollments have grown to a place where housing is becoming a major deterrent. In August 2014, several students went home or transferred to a community college in southern California because they were not able to find housing in Sonoma County and did not have adequate assistance from SRJC.

Priority 2. International Recruiters

Many community colleges and universities experiencing high enrollments of international students, employ international recruiters. The international recruiter will implement the activities and initiatives of the College's International Program in assigned countries, meet enrollment targets in assigned countries and assist the district in representing the college overseas. This position requires significant time traveling internationally. These trips are essential to building strong relationships with agents and partners and providing an SRJC presence overseas. The recruiter is also responsible for other outreach activities, such as developing partners, both domestically and internationally, and maintaining virtual follow-up with all contacts.

Recommendation:

1. 2017-18 - hire one full-time recruiter to be hired and trained. Geographical territory or specialty focus will be dependent upon the experience and expertise of the hire.
2. 2018-19 - hire one full-time recruiter to be hired and trained. Geographical territory or specialty focus will be dependent upon the experience and expertise of the hire.

Priority 3. Coordinator, Social Media Marketing and Events

Marketing materials and resources must be updated and maintained regularly. These include print materials such as brochures, flyers, electronic materials include the ISP website, PowerPoint presentations, videos, etc. Also, social media has become a growing resource for students. Daily monitoring and posting to Facebook, Twitter, Instagram, vlogs, and other social media sites is essential for an effective marketing program.

This coordinator will be responsible for planning activities for international students and will work closely with the International Club. Events include welcome days, beginning and end-of-semester receptions, informative workshops and seminars, social and cultural activities.

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.

Priority 4. International Student Advisor

ISP has had two international student advisors who are responsible for advising prospective students and families about the student visa process, processing applications, monitoring current students to ensure they maintain legal status, granting immigration benefits, resolving status violations, approving and managing CPT and OPT (eligibility to work off campus), maintaining data on international students not within SIS, etc. In 2015-2016, one of the international student advisors took on more responsibility for recruitment and that position was reclassified with a new job description. The other international student advisor does not have sufficient time to process the increasing number of applications, answer inquiries, and monitor current students in a timely fashion.

Priority 5. Administrative Assistant III

The workload in the ISP office continues to increase significantly. Two new part-time Administrative Assistant II positions will be filled in ISP in fall 2016. The current Director of the program travels and is out of the office several times a year. An Administrative Assistant III is needed to manage the office, supervise other classified, STNCs and/or student help when the immediate supervisor is out of the office. It is recommended the current full-time Administrative Assistant II position be changed to an Administrative Assistant III position.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	05	02	Current staff and 60% reassigned faculty	International Recruiter	Classified
0002	Santa Rosa	05	02	STNC	Coordinator, Social Media Marketing & Events	Classified
0003	Santa Rosa	05	02	Administrative Assistant II	Administrative Assistant III	Classified
0004	Santa Rosa	05	02	Former ISA promoted	International Student Advisor	Classified

2.3a Current Contract Faculty Positions

Position	Description
100% reassignment from Business Admin Dept	Redeveloping and building International Student Program. Coordinates recruiting and marketing efforts--develops partnerships with international agencies. Overseas all aspects of the International Student Program.

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

Both reassigned faculty members working in ISP are 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 U.S. and 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 may seek help from another college and decide to register with the other college/university. 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 international students to ensure they are taking the courses they need and are 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.

In addition, the International Counselor should be assigned to teach a section of COUN 10, First Year Experience course, restricted for international students and the new INTDIS 91, American Life & Culture course.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	Santa Rosa	01	02	Counseling	

2.4b Rationale 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.

- Complete and submit reports to SEVIS
- Provide data from international student applications which is a separate application than CCCApply. Needed to develop marketing strategies for world regions, for example.
- Monitor and manage recruitment efforts - potential students contacted, by what means, how often, results, etc.
- Manage 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; the major vendor is TerraDotta. The approximately annual subscription to this type of software is most likely in the neighborhood of \$20,000-30,000.

2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0000	ALL	00	00	None	0	\$0.00	\$0.00			

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 data	1	\$30,000.00	\$30,000.00	Peg Saragina	518 Plover	Peg Saragina

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	01	02	Urgent	Plover Hall	518	\$2,000.00	The International Student Advisors have phone calls and Skype discussions with prospective students and their parents in other countries. A&R staff are seated on the other side of their workstations and these A&R staff are responsible for answering phone calls for the district. The noise level is much too high and is impairing the effectiveness of the ISP staff. Some type of sound barrier needs to be added around the ISP staff workstations.

2.5b Analysis of Existing Facilities

The International Student Program is growing quickly and the current facilities do not provide sufficient room for all of the staff nor does it allow for students to have private meetings with ISP staff, especially the international student advisors.

Currently the staff is sharing space in the Admissions & Records area in Plover Hall. A larger facility is needed so that all staff can be working in the same area to make processing of the workload more efficient. Other than the coordinator/director of the program, there are no private offices so that the International Student Advisors are meeting with students in the open area of A&R where students are sharing private and sensitive information.

The long-term goal is to have an International/Global Center facilities with room for meeting space and workshops for international students. This should be a place where the entire ISP staff will be located and students can come to the center to receive assistance.

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 primary 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 addition 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
0001	Santa Rosa	01	02	Develop additional marketing resources	Create a virtual campus tour with YouVisit.com	2015-2016	Virtual tour was developed by ISP. It was created for use by the entire district. The responsibility for continue with the virtual tour has been transferred to the Public Relations Department.
0002	Santa Rosa	01	02	Develop an e-mail marketing/support plan	Create an e-mail and live-chat marketing/student success plan with College Week Live	2015-2016	ISP is continuing with these efforts.
0003	Santa Rosa	01	02	Implement social media tools	Use social media to engage prospective students and maintain contact with current students	2015-2016	An STNC social media/marketing person has been hired to assist in the continuing of this objective.
0004	Santa Rosa	03	02	Maintain recruitment travel	Continue traveling to other countries on recruitment trips and meet with agents and partners, especially to new countries or world regions	2015-2016	This is an ongoing activity within ISP.
0005	Santa Rosa	01	02	Increase involvement with International Club	Work with new International Club president to strengthen participation and increase student involvement	2015-2016	This is an ongoing activity.
0006	Santa Rosa	01	02	Develop workshops for international students	Inform and educate students on procedures and practices to help them succeed	2015-2016	Workshops have been offered for online students in 2015-2016.
0007	Santa Rosa	05	02	Increase international agents and partners	Increase the number of international agents and partners	2015-2016	An international consultant located in Japan has worked with ISP in 2015-2016 and has assisted in helping SRJC develop agreements with more agents.
0008	Santa Rosa	01	02	Improve English proficiency	Work with ESL liaison to analyze data on student improvement in ESL courses and create a plan to assist students to improve	2015-2016	Completed. This is an ongoing objective with ESL Department.
0009	Santa Rosa	01	02	Maintain data and reports	Determine what data is to be accumulated and what reports are to be generated and when	Fall 2015	Data and reports are being maintained. ISP is still looking for electronic tools to streamline this effort.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Santa Rosa	<p>Due to changes in ESL Department curriculum and the need for an intensive English language program that will invite more international students to consider studying at SRJC, ISP has worked with the district to develop a partnership with ELS, a private company, and plans are being made to build an ELS Center on the Santa Rosa Campus to open in spring 2017. This will definitely help students succeed and also increase international student enrollments at SRJC as at least 50 percent of the ELS students will matriculate to SRJC.</p> <p>The district has enjoyed a growth in international student enrollments each semester since 2013-2014. However, with the increase of non-resident fees, the decrease of ESL international student enrollments, and the addition of required health insurance through SRJC, it is anticipated the district may experience a decrease in enrollments or at least a leveling of the enrollments for one or two years. To help offset this situation, additional marketing and international travel will be increased. ISP will be requesting the hiring of a full-time recruiter and also hiring consultants/recruiters located in other countries to help with outreach. The opening of an ELS language Center on the Santa Campus will help increase enrollments, however, student matriculation will not begin to occur until Fall 2017. In the meantime, ISP must be more proactive in its outreach efforts.</p> <p>A major area of concern that is outside of the control of SRJC but is a deterrent for international students is the lack of affordable housing in close proximity to the campus. Students and their parents need to secure housing before the students arrive. These students are unfamiliar with the area and the laws/issues surrounding rental agreements and leasing. They do not have social security numbers or bank accounts when they first arrive. The rental cost in Santa Rosa is higher than many other areas around the United States, and even in California. International students do not have cars and the bus service is not as dependable as it is in other countries. Over 98 percent of the international students are attending the Santa Rosa Campus. So finding housing within walking or biking distance is essential. Many international students would prefer to share an apartment; however, since the students are new, they do not know anyone and find it extremely difficult to find a roommate. While SRJC does not have dormitories, it would behoove the district to seek assistance from the local community and find investors/developers who would be willing to undertake this issue of affordable and available housing for international students. Housing at community colleges is rare. If SRJC could provide this benefit, it would give the district an absolute advantage over other community colleges.</p>

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	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 2016 & Spring 2017	STNC marketing coordinator
0002	ALL	01	01	Assess if minimum English proficiency scores need to be increased	Analyze and evaluate English placement scores and minimum English proficiency requirement for acceptance to SRJC to determine if requirements should be increased to ensure student success	Fall 2016	Existing staff
0003	Santa Rosa	04	02	Strengthen partnership with ELS language school	Coordinate plans to open ELS Center on Santa Rosa Campus	Fall 2016	Existing staff and new facilities
0004	Santa Rosa	05	07	Amend I-17 to include short-term programs leading to CPT	Identify and market certificate programs to international students	Fall 2016	Existing staff
0005	Santa Rosa	03	06	Begin outreach activities with a minimum of 2 new countries	Travel to new countries in cooperation with ELS, Ed USA & Dept. of Commerce	Fall 2016 & Spring 2017	Existing staff
0006	Santa Rosa	01	02	Develop an international student ambassador program	In conjunction with Student Affairs and International Club, develop program	Fall 2016 & Spring 2017	Existing staff and resources
0007	Santa Rosa	08	04	Increase outreach efforts through use of SRJC employees	Train faculty to recruit international students	Fall 2016	Existing staff
0008	Santa Rosa	05	07	Implement agency management program	Develop procedures to use iXplore web-based agency program	Fall 2016 & Spring 2017	Existing staff
0009	Santa Rosa	03	02	Increase marketing materials in print	Develop a slick brochure to compete better with other colleges and universities	Fall 2016 & Spring 2017	Existing staff and budget
0010	Santa Rosa	02	01	Encourage and assist students with Optional Practical Training	Develop procedures and determine how best to help students obtain jobs off campus after completion of their programs	Fall 2016 & Spring 2017	Existing staff and resources
0011	Santa Rosa	01	02	Structure an international alumni association	Work with SRJC Alumni to develop program	Fall 2016 & Spring 2017	Existing staff