

Santa Rosa Junior College

Program Resource Planning Process

International Student Programs 2019

1.1a Mission

Mission Statement

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

Vision

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

- The hiring of a Director to oversee the strategic collaboration and development of all international program initiatives at SRJC, including but not limited to:
 - International Student Program
 - Study Abroad
 - ELS Santa Rosa
- The creation of an International Center to house these programs and provide a centralized location for all students to engage with each other and receive specialized support services.

1.1b Mission Alignment

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

A. Support Student Success

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 academic progress of the international students and identify ways to assist the international students to successfully complete their academic program.
3. Provide adequate advising services, including workshops, programs, and events specifically designed to meet the needs of international students.

B. Foster Learning and Academic Excellence

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

C. Serve our Diverse Communities

1. Recruit international students from around the world to study at SRJC, bringing new global perspectives to the classroom and providing opportunity for all students to build cross-cultural competencies.
2. Partner with others in the District to offer multicultural activities and events that promote globalization and understanding and appreciation for other cultures.
3. Bring together all international programs at SRJC under one roof to better serve students who seek an international education.

D. Improve Facilities and Technology

1. Increase the use of social media and technology to engage students in sharing information and collaborating.
2. Provide a centralized location where staff can provide support and services for international students, and students can gather in a safe space. ISP proposes moving into the Elliott Avenue Buildings that are currently intended to be used as swing space during the construction of the new STEM building. Once construction is complete, ISP requests space in these buildings for an International Center (anticipated Fall 2022).

E. Establish a Strong Culture of Sustainability

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

F. Cultivate a Healthy Organization

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

G. Develop Financial Resources

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 partnerships throughout the world to assist in recruiting students, and provide training opportunities for these partners.
3. Traveling to other countries to develop partnerships and recruit international students.
4. Maintaining and growing our donor relationships to support revenue sources for international student scholarships.

H. Improve Institutional Effectiveness

1. Obtain written feedback from international students attending ISP Orientation Day in fall, spring, and summer.
2. Gather feedback at the end of the fall and spring semesters to evaluate the effectiveness of international student support services and implement changes and adjustments as appropriate to continually improve ISP.
3. Conduct monthly ISP team meetings to review data and obtain feedback from staff.
4. Analyze data produced through marketing efforts (i.e. Google analytics, eBrochure, and ISP app) and make adjustments regularly to improve recruitment efforts.
5. Conduct surveys and obtain informal feedback from international partners and agents to analyze and make appropriate changes in program.

1.1c Description

Before Fall 2012, the main function of ISP was to offer information on admission and immigration requirements, process international student applications, and monitor international students to ensure their legal status. This was accomplished by one 50 percent classified International Student Advisor. The Director of Admissions & Records and International Admissions supervised ISP, but the District was not proactive with this program, so minimal resources were provided and no goals were established.

Beginning in Spring 2012, the District made a commitment to provide more resources to ISP to increase international student enrollments, with the goals of having a more culturally diverse student population and increasing revenue from nonresident tuition fees. A faculty member from the Business Administration department was reassigned to Student Services to develop and grow ISP. The faculty member reviewed and assessed the existing assets of the program, researched best practices of successful community college programs nationwide, and reviewed research and articles in professional publications. A report was submitted to the administration and Board of Trustees which included four goals:

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

Today, recruitment efforts continue to be an essential part of ISP in order to grow the international student population. In 2017-18, recruitment efforts included:

- Strengthening of the college's partnership with ELS Educational Services.
- Increasing electronic outreach through email campaigns and a partner newsletter.
- International travel by Interim Director, Outreach Coordinator, and/or 2 reassigned faculty from the Business Department included trips to Indonesia, Hong Kong, Vietnam, Malaysia, Colombia, Peru, Ecuador, Norway, The Netherlands, France, Benin, Togo, Cote d'Ivoire, Ghana, 2 trips to China, 2 trips to Sweden, 2 trips to Japan, and 3 trips to Taiwan.
- Creating promotional videos for prospective student outreach.
- Outreach and collaboration with local ELS Centers in San Rafael and Santa Rosa.

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

Much progress has been made in ISP, but much more needs to be done to ensure SRJC is a recognizable and reputable educational institution and able to compete successfully in the world market. In fall 2018, there were 192 international students enrolled. Since the recent departures of several ISP staff, the main goal has been to sustain the program.

1.1d Hours of Office Operation and Service by Location

ISP is located in the Admissions & Records office in Plover Hall on the Santa Rosa campus. The hours of operation 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

California Community Colleges

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

SRJC started actively recruiting international students in 2012. International students' interest in community colleges is growing, and emerging markets in developing countries favor the lower tuition and transfer possibilities. The fastest growing academic interests of international students are in non-degree programs, short-term intensive English programs, and certificates. In addition, international students and their parents are attracted to fields of study closely tied to labor market opportunities.

With so many community colleges actively recruiting international students, the competition is quite high. Colleges who have focused on recruitment of and support for international students have experienced a significant return on their investment. However, most students, parents, and agents in other countries remain unaware of SRJC.

According to data from the Chancellor's office, the top four California Community College (CCC) campuses that enrolled international students in Fall 2018 are Foothill/DeAnza, Santa Monica, Orange Coast, and Diablo Valley. The data table below shows F-1 student enrollments,ⁱ and estimated revenue generated from board-approved nonresident tuition fees,ⁱⁱ based on the minimum units required for full-time. SRJC data is included to show the potential for growth in revenue with continued support from the District.

Campus	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Foothill/DeAnza College (quarter)	3,484 students x 18 units x \$135/unit = \$8,466,120	3,132 students x 18 units x \$141/unit = \$7,949,016	2,989 students x 18 units x \$161/unit = \$8,662,122	2,742 students x 18 units x \$161/unit = \$7,946,316
Santa Monica College (semester)	3,335 students x 12 units x \$265/unit = \$10,605,300	3,289 students x 12 units x \$265/unit = \$10,459,020	3,131 students x 12 units x \$265/unit = \$9,956,580	2,849 students x 12 units x \$285/unit = \$9,743,580
Orange Coast College (semester)	1,118 students x 12 units x \$200/unit = \$2,683,200	1,176 students x 12 units x \$211/unit = \$2,977,632	1,274 students x 12 units x \$234/unit = \$3,577,392	1,265 students x 12 units x \$234/unit = \$3,552,120
Diablo Valley College (semester)	1,576 students x 12 units x \$200/unit = \$3,782,400	1,497 students x 12 units x \$211/unit = \$3,790,404	1,332 students x 12 units x \$211/unit = \$3,372,624	1,131 students x 12 units x \$233/unit = \$3,162,276
Santa Rosa Junior College (semester)	180 students x 12 units x \$200/unit = \$432,000	207 students x 12 units x \$211/unit = \$524,124	183 students x 12 units x \$234/unit = \$513,864	192 students x 12 units x \$258/unit = \$594,432

Note that the figures above do not represent the total revenue, as international students also pay fees such as the Capitol Outlay and CA Resident tuition fees. With the addition of the \$43 Capitol Outlay and \$46 CA Resident fees, SRJC received \$872,878.50 from F-1 international students in Fall 2018, who registered in an average of 13.1 units. In spite of a slight dip in enrollment, the revenue generated by ISP has increased in Fall 2018. In addition, there is a higher Return on Investment (ROI) than what appears above when you factor in ISP budget cuts to the 2018-2019 fiscal year.

Global Trends

Open Doors is an annual report published by the Institute of International Education (IIE) and is a leading data source for international education and student mobility trends. *Open Doors* reports that in 2017, the U.S. remains a top destination for students seeking global education, with California being the most popular state in which to study.ⁱⁱⁱ However, the United States and California's market shares are decreasing. Between 2001 and 2018, the U.S. went from 28% to 22% of the market share of international students studying abroad.^{iv} While the number of international students in the U.S. continues to increase, growth rates are at their slowest in over a decade at 1.5%. New international student enrollments are down 6.6% nationwide and 2.2% among community colleges from last year. SRJC's international student enrollment has only decreased 1%. The leading countries of origin in 2017 for Community Colleges were China, Vietnam, and South Korea. The countries with the highest number of students studying in the U.S. are China (up 3.6%), India (up 5.4%) and South Korea (down -7.0%).^v

Contributing Factors

Trends in other countries can significantly impact student recruitment. If there is political unrest or economic challenges in a country, students may not be able to study abroad, and recruitment efforts in those countries may be unsuccessful. ISP must remain current on global political and socio-economic environments and consider the effects they may have on student mobility, while adjusting recruitment efforts accordingly. In recent years, several factors outside of the control of ISP may have contributed to a small decline in new international student enrollments.

External Factors:

1. Negative perceptions of the U.S. as an unwelcoming political climate.
2. [Increased competition with](#) more students choosing Australia, Canada, China, France, Germany, Japan, New Zealand, Taiwan, and Malaysia, who have set strategic enrollment initiatives.
3. Relative strength of the U.S. dollar.
4. Changes to USCIS policy relating to F-1 nonimmigrant status and benefits.
5. Global economic slowdown.
6. Shifts in demographics with aging populations in Asia and more 15-24 year olds in Africa.
7. Increase in F-1 visa denials.
8. Natural disasters presenting an unsafe image of California.

Internal Factors:

9. ISP budget cuts affecting marketing and recruitment efforts.
10. Changes in ESL department curriculum.
11. Increase in English proficiency requirement for admission resulting from AB 705.
12. Increase in non-resident tuition and capital outlay fees.
13. Lack and/or high cost of housing.
14. Cost of required mandatory health insurance through SRJC.
15. Inability to offer scholarships to new students.

ELS Partnership

Due to curriculum revisions and the elimination of low-level English as a Second Language (ESL) credit courses, ISP stopped admitting international students for full-time ESL study at SRJC. The ESL program focused on the needs of the immigrant populations of Sonoma County. As ESL continues to be a growing need among international students, ISP advocated for the addition of an ELS Language Center on the SRJC campus, which opened in October 2017. The ELS program has a network of more than 1,000 partners worldwide that promote SRJC as a study abroad destination. This new partnership with ELS has significantly expanded ISP's ability to outreach internationally and has provided a steady source of new international students. 64% of the new international students in Spring 2019 were referred by ELS directly or by an ELS sub-agent. The new and continuing student data for ELS transfers is below.

Term	ELS Santa Rosa (Transfers)	ELS San Rafael (Transfers)	Other ELS Center (Transfers)	CLA/UAS (Direct Placement)	Total ELS Referrals
Spring 2018	4	12	0	25	41
Fall 2018	13	9	1	20	42
Spring 2019	24	10	1	21	55

2.1a Budget Needs

As a result of budget cuts, staffing and management changes in 2018-19, ISP will continue to experience a significant transition period in 2019-20. For now, the existing ISP staff is believed to be sufficient. However, the leadership will continue carefully review and monitor ISP and respond to the needs of the program. In addition to staffing changes, other cost reduction efforts in 2018-2019 included:

- Termination of contracts with two consultants who were hired to represent and advise SRJC in Sweden, China, Indonesia, and Vietnam.
- Significant reduction in professional development opportunities.
- Significant reduction in outreach activities and recruitment.
- Limitations on international recruitment travel.
- Termination of contract with TerraDotta.
- Termination of contract with College Week Live.
- Significant reduction in marketing materials.
- Cancellation of subscription to Fulcrum.

ISP continues to be dedicated to increasing the number of international students at SRJC, but with less travel in response to budget cuts. ISP will continue to nurture partnerships with ELS Santa Rosa and other partners abroad to continue to increase our international student enrollments and provide the excellent student services that SRJC has become known for in welcoming and retaining our international students.

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

2.1b Budget Requests

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

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
International Student Advisor	40.00	12.00	The ISA responds to prospective student inquiries, processes admissions for international students, guides admitted students through the visa application process, advises F-1 students on maintaining lawful status and receiving nonimmigrant benefits, resolves status violations, serves as a Designated School Official (DSO) approved by the U.S. Department of Homeland Security (DHS), functions as the principal contact between DHS and the school, tracks international student enrollments and produces ISP reports, creates and maintains social media for ISP, and produces and distributes the ISP Monthly Newsletter.
Coordinator, International Student Program	40.00	12.00	The ISP coordinator oversees international student recruitment and outreach efforts, travels overseas and represents the district program and services to prospective students, parents, counselors, advisors, and domestic and international partners; hosts international visitors; works directly with international agents and partners; reviews and analyzes demographic trends and makes recommendations on recruitment planning and efforts; advises students on admissions requirements and F-1 compliance issues, and serves as backup DSO.

Administrative Assistant II	40.00	12.00	The Administrative Assistant II monitors ISP budgets, oversees purchasing, coordinates department meetings and records minutes, organizes events, coordinates workshops for students, manages international student health insurance, coordinates correspondence and billing for international agents and partners, helps coordinate international travel (including risk management), and oversees special projects and overall management of the department.
Administrative Assistant II	20.00	12.00	The Administrative Assistant II (50%) produces and inventories marketing photos, develops print and digital marketing materials for ISP, oversees student housing support, and manages correspondence with prospective student leads from Study in the USA and iExplore.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Admissions & Enrollment Services	40.00	12.00	The Director of A&R also supervises ISP staff regarding in-bound International Student Admissions for the District to ensure compliance with regulations through SEVIS and Homeland Security, serves as backup DSO. 15 hours a week dedicated to ISP duties.
Dean, Admissions, Records & Enrollment Management	40.00	12.00	The Dean of A&R also serves as the Principle Designated School Official (PDSO) for ISP, and applies for Student and Exchange Visitor Program (SEVP) recertification to continue to allow the district to sponsor and enroll international students. 5 hours a week dedicated to ISP duties.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
International Student Worker	20.00	12.00	The International Student Worker organizes the ISP Mentoring Program, assists in planning and executing of ISP events, serves as ISP photographer, monitors inventory, drafts documents, conducts online research, and does special projects as assigned.

2.2d Adequacy and Effectiveness of Staffing

ISP will continue to experience a management, staff and budget transition in the upcoming year as a result of the recent departures of the following staff:

- Retirement of ISP Director in Summer 2018.
- Retirement of International Student Advisor in Summer 2018.
- Departure of part-time Administrative Assistant II in Spring 2019.
- Departure of part-time Social Media Coordinator in Fall 2018.
- Departure of two Business faculty who supported outreach in Spring 2018.

Throughout this transition, the only position that has been filled is the International Student Advisor, who was hired in December 2018. Since Fall 2018, the Admissions & Records Director has managed the ISP staff and budget in addition to her normal duties. Currently, it is believed that the existing staffing is sufficient. However, the ISP/A&R Director will do a careful analysis over the next year of both the current staff and budget to determine the needs of the office. Cross-training of staff will take place over the next year to redistribute the workload and improve program efficiencies.

ISP estimates that if the international student population increases to 250-300, additional staffing will be needed. One additional full-time staff will be required, whose responsibilities could be divided 50 percent as an International Student Advisor and 50 percent as an International Student Outreach Specialist.

Furthermore, the creation of a new International Center will require a Director-level position that would be responsible for overseeing the strategic collaboration and development of all international program initiatives at SRJC. This position would manage ISP and be responsible for the facilities of the International Center. However, Study Abroad and the ELS Language Center would remain autonomous under their own management.

2.2e Classified, STNC, Management Staffing Requests

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

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

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

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

None

2.3e Faculty Staffing Requests

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

2.4c Instructional Equipment Requests

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

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

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

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

3.1 Develop Financial Resources

The District does not receive apportionment from the State of California for international student enrollment. The international students pay non-resident registration and capital outlay fees in addition to registration fees, totaling \$376 per unit. These fees generate discretionary, unrestricted general funds for the District. It is anticipated ISP will generate millions of dollars for the District in the foreseeable future. Revenue generated by ISP is illustrated in the data table below.

	Students	Units	Non-Resident Tuition	Capitol Outlay	CA Resident	Total Tuition Charged	Total Tuition Received	w/o CA Resident
SP 2019	181	2372.25	\$258	\$43	\$46	\$347	\$823,170.75	\$714,047.25
FA 2018	192	2515.5	\$258	\$43	\$46	\$347	\$872,878.50	\$757,165.50
SU 2018	87	449	\$258	\$43	\$46	\$347	\$155,803.00	\$135,149.00
SP 2018	193	2635	\$234	\$23	\$46	\$303	\$798,405.00	\$677,195.00
FA 2017	183	2404	\$234	\$23	\$46	\$303	\$728,412.00	\$617,828.00
SU 2017	78	395	\$234	\$23	\$46	\$303	\$119,685.00	\$101,515.00
SP 2017	216	2855.5	\$211	\$13	\$46	\$270	\$770,985.00	\$639,632.00
FA 2016	207	2784.5	\$211	\$13	\$46	\$270	\$751,815.00	\$623,728.00
SU 2016	59	296.5	\$211	\$13	\$46	\$270	\$80,055.00	\$66,416.00
SP 2016	202	2618	\$200	\$5	\$46	\$251	\$657,118.00	\$536,690.00
FA 2015	180	2366	\$200	\$5	\$46	\$251	\$593,866.00	\$485,030.00

3.2 Serve our Diverse Communities

Diversity of staff is a vital component of ISP. 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. In addition, all student employees are international students who are able to bring their perspectives to 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 Asian Pacific American Student Success (APASS), the International Student Mentoring Program, and 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 professional development incorporates 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 month 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 conferences, 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.

- All A&R front counter workstations are equipped with "panic buttons" which when pressed immediately alert the District Police.
- The Plover Hall 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

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 on campus to share and leverage resources for the benefit of both ISP and other departments.

Most of the marketing materials for ISP are shared electronically with prospective students, schools, and agents. ISP has also made significant progress towards a paperless admissions process. The international student application is now available online via CCCApply. The electronic Guarantee of Financial Support form was recently created and can be submitted via FormStack. Supporting documents, including bank statements, passports, and academic records, can also now be submitted electronically by students, agents, and partners.

Correspondence with students is conducted via email or through the use of Constant Contact when messages are sent in batches. We widely use Skype, instant messaging, Facebook, and other forms of electronic communication.

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

4.1a Course Student Learning Outcomes Assessment

Not applicable

4.1b Program Student Learning Outcomes Assessment

ISP is housed under Admissions and Records which operates under the Student Services division. Students in the International Student Program 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 Advisor(s).

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
2. Student Clubs Participation				X		X		X	X	X	X	X	X	X	X	X
4. Maintaining legal status		X		X	X			X	X	X	X	X		X		X

4.2b Narrative (Optional)

The student learning outcomes developed for the International Student Program focus 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 semester, students are 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 2017-18, the students did have several suggestions which will be implemented in 2018-19:

1. Provide more opportunity for new students to communicate and bond with continuing students.
2. During welcome days, allow for more breaks in between presentations.
3. Activities outside if weather permits.

In addition to ISP Orientation Day for new students, ISP will work closely with APASS, the International Student Mentoring Program, and the International Student 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

Overall, international students are highly motivated because they pay a significantly higher tuition fee to attend SRJC. Parents, who often sponsor their education in the U.S., are highly influential in motivating international students to successfully complete their studies. Most international students attend SRJC with the goal to transfer to a university. It would be helpful to have transfer and completion rates, but the Student Information System (SIS) does not provide data on transfer rates for many private or out-of-state universities or other community colleges. Thus, ISP attempts to obtain this information directly from the students to help measure the performance of the program.

ISP maintains detailed data reports on its student population, as shown throughout this PRPP. Using ISP records, the following data table illustrates percentages of retention rates, which are generally higher than the District average.

Term	Total Students	Term	Continuing Students	Retention Rate
Fall 2015	180	Spring 2016	154	86%
Spring 2016	202	Fall 2016	153	76%
Fall 2016	207	Spring 2017	168	81%
Spring 2017	216	Fall 2017	142	66%
Fall 2017	183	Spring 2018	158	86%
Spring 2018	193	Fall 2018	170	88%
Fall 2018	192	Spring 2019	155	81%

In order to make ISP data more accessible to the District, ISP staff will work towards further collaboration with the Office of Institutional Research to provide data for their enrollment dashboard.

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	08	02	Assist staff with the transition and changes in ISP due to change in leadership, staffing and budget	The interim ISP Director and the International Student Advisor both retired in summer 2018. Due to budget cuts and reorganization of management, the A&R Director will now direct the staff in ISP. A new Advisor is currently being recruited. Therefore, the ISP office and staff will need support with this significant change in staffing and budget.	2018-19	In progress – ISP hired a new ISA in December 2018. ISP also lost a 60% Administrative Assistant in February 2019.
0002	ALL	03	02	Continue to strengthen partnership with the on site ELS language school.	Provide orientations to new students at ELS, meetings and tours with visitiing agents from other countries.	2018-19	In progress – ELS has increased its number of students transferring to SRJC.
0003	ALL	01	02	Continue to assist international students with finding housing.	Coordinate efforts with local Homestay organization and advocate/participate on the District wide housing workgroup to find solutions for student housing.	2018-19	In progress – the District has approved the construction of on-campus housing to be completed in Fall 2022.
0004	ALL	01	02	Develop Mentorship Program with APASS	Collaborate with the APASS faculty advisor and the International Student Club Advisor to develop and launch a mentorship program	2018-19	In progress – the A&R Director sits on the APASS Advisory Committee.
0005	ALL	04	02	Develop an International Student Module in SIS	Need a comprehensive module in SIS that will collect all information from student applications and allow for multiple reports to be automatically generated. Currently, the ISP office has a lot of manual paper processes to track and report out on our international students.	2018-19	In progress – a module was created but continues to evolve to meet the changing needs of ISP, who continues to collaborate with IT on its development.
0006	ALL	01	06	Update video on ISP Homepage	Provide accurate, up-to-date information to our students and community	2018-19	Complete – ISP has updated its video.

6.2b PRPP Editor Feedback - Optional

ISP has thus far been successful in navigating a difficult period of transition in 2018-2019. While there has been significant turnover in leadership and staff, many of our department goals have been accomplished. Enrollment has slightly declined but at lower rates than the national average. Furthermore, the international student population has not been adversely affected. Feedback on evaluations has been positive. Students are receiving more information about employment opportunities and transferring successfully to four-year institutions.

While the environment of international student recruitment is facing some challenges, ISP remains optimistic, and has an ambitious vision to increase departmental collaboration and streamline student services over the next few years.

2019-2020

- Increase international student enrollment to 200
- Identify new regions for outreach initiatives to market SRJC
- Begin conversations with ELS Santa Rosa and Study Abroad about further collaboration and space sharing

2020-2021

- Continue to make efforts to increase international student enrollments
- Start recruitment for a new Director of ISP
- Begin planning for International Housing Community for on-campus student housing

2021-2022

- Continue to make efforts to increase international student enrollments
- Finalize plans for new International Center and prepare for move-in in Fall 2022

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	04	06	Update ISP website into Drupal 8.	Move all ISP request forms into electronic versions. Publish all ISP policies and procedures related to immigration advising.	2019-2020	Staff time
0002	ALL	01	01	Consolidate new student orientation into a one-day program.	Create a new schedule for "ISP Orientation Day" to reduce costs to ISP and improve information retention for students.	2019-2020	Staff time
0003	ALL	03	06	Continue to recruit new international students to increase the F-1 student population to 200.	Support ELS in Japan, China, Cote d'Ivoire, Gabon, Madagascar, France, and Brazil. Support other international partners in Sweden, U.K., and Netherlands. Further develop and improve the content and distribution of the partner newsletter. Increase social media content for ISP on Facebook and Instagram. Conduct more student interviews with Study in the USA for social media platforms and printed materials. Update and improve profiles on Study California, ELS website, iXplore, and Study in the USA. Participate in Education USA webinars and virtual fairs.	2019-2020	Staff time, proposed total budget \$100,000
0004	ALL	06	02	Continue to strengthen partnership with ELS.	Participate in orientations for new students at ELS Santa Rosa, meet with and provide tours to visiting agents from other countries. Further collaborate with ELS San Rafael.	2019-2020	Staff Time
0005	ALL	08	04	Continue to navigate a significant transition period for ISP.	Revise and monitor budgets for ISP and redistribute roles and responsibilities among new and continuing staff.	2019-2020	Staff Time
0006	ALL	08	02	Improve electronic communications for prospective, admitted, and current students.	Develop new email campaigns in Constant Contact.	2019-2020	Staff time, annual subscription fee of \$3,000
0007	ALL	02	05	Further develop the APASS Mentorship Program.	Collaborate with the APASS faculty advisor and the International Student Club Advisor to develop and launch a mentorship program.	2019-2020	Staff Time
0008	ALL	01	02	Continue to assist international students with finding housing.	Coordinate efforts with local Homestay organization and advocate/participate on the District wide housing workgroup to find solutions for student housing.	2019-2020	Staff Time
0009	ALL	04	06	Further develop the SIS module for ISP.	Need a comprehensive module in SIS that will collect all information from student applications and allow for multiple reports to be automatically generated. Currently, the ISP office has a lot of manual paper processes to track and report out on our international students.	2019-2020	ISP and IT staff time to collaborate, test, and implement module.
0010	ALL	01	06	Continue to create and update ISP videos.	Provide accurate, up-to-date information to our students and community. Create a new	2019-2020	Staff time, hiring of STNC and student volunteers

					video featuring work opportunities for international students as they are increasingly prioritizing employment outcomes. Update primary ISP video with current information. Distribute videos worldwide. Gather more student testimonials and utilize these videos for marketing. Update the ISP overview video and ISP campus tour video.		
0011	ALL	07	03	Nurture and grow donor relationships to support scholarships for international students.	Collaborate with Foundation to identify new donors in the community.	2019-2020	Collaborate with Foundation to identify new donors in the community.

ⁱ California Community Colleges Chancellor's Office, Management Information Systems Data Mart. Retrieved from:

https://datamart.cccco.edu/Students/Citizenship_Status_Summary.aspx

ⁱⁱ California Community Colleges, Finance & Facilities Division. Retrieved from:

<http://extranet.cccco.edu/Divisions/FinanceFacilities/FiscalStandardsandAccountabilityUnit/FiscalStandards/NonresidentTuitionFee.aspx>

ⁱⁱⁱ Institute for International Education. (2018). *IIE Open Doors 2018*. Retrieved from: <https://www.iie.org/en/Research-and-Insights/Open-Doors/Data/International-Students>

^{iv} Le, C. and Schulmann, P. (June 2018). *Navigating a new paradigm for international student recruitment*. World Education Services. Retrieved from:

<https://knowledge.wes.org/rs/317-CTM-316/images/research-report-new-paradigm-for-international-students.pdf>

^v ICEF Monitor (August 29, 2018). *Up and down the table: Growth trends across major international study destinations*. Retrieved from: <http://monitor.icef.com/2018/08/up-and-down-the-table-growth-trends-across-major-international-study-destinations/>