

International Student Services Program Review 2020

Executive Summary:

A review of International Student Services (ISS).

- ISS is committed to safeguarding the College's authorization to admit non-immigrant students.
- ISS has a solid core of caring full-time staff with a strong foundation in immigration regulations.
- Processes and services are inclusive and customer service oriented.
- Limited funding leads to high turn-over of part-time staff.
- Maintaining professionalism and training new staff is an ongoing challenge.

Overview:

On May 19, 1953 Salt Lake Community College received authorization to admit international students on an F-1 Student Visa. Since that time the College has continued to host international students. Today, ISS performs as a multi-service one-stop hub, recruiting and supporting international students through outreach, enrollment, case management, graduation, and transfer.

ISS supports the College's authorization to enroll international students by interpreting and applying laws and regulations and fulfilling SEVIS record keeping and reporting requirements. ISS supports student retention, completion, and transfer through specialized advising, orientation, employment authorizations, intercultural programming, and extra-curricular activities.

In this self-assessment we will review the purpose and goals of ISS, examine strengths, challenges, weaknesses, and opportunities for improvement within individual areas and the department as a whole.

Purpose:

ISS safeguard's the College's authority to enroll non-immigrant students by establishing and revising policies and procedures in accordance with the Code of Federal Regulations. ISS tracks and reports student compliance to regulations pertaining to their visa type. ISS also supports international students' academic goals and personal well-being.

This is accomplished through:

- Protecting the College's authorization for attendance by nonimmigrant students under sections 101(a)(15)(F)(i) and 101(a)(15)(M)(i) of the Act, [Code of Federal Regulations] [Title 8, Volume 1] [CITE: 8CFR214.3]
- Acquiring adequate funding to employ a professional staff trained to deliver a system of core programs and services.
- Maintaining institutional compliance by providing opportunities for professional development and training for staff.

- Marketing to and recruiting from prospective student markets within the U.S. and abroad to offset the 2026 enrollment cliff, currently focusing on U.S. ESL programs, India market, and African continent market.
- Providing efficient and effective evaluation of applications and supporting documentation to issue the USCIS form I-20 to non-immigrant students.
- Increasing international student enrollment to 400 in two years with adequate institutional support for international recruitment and marketing.
- Providing pre-arrival outreach to prospective non-immigrant students to increase the recruitment ROI and promote arrival and enrollment.
- Improving ISS's image to being viewed as an important partner to the College.
- Providing an international orientation to promote student success through review of important immigration regulations and understanding the U.S. educational system, campus resources, and cultural adjustment.

Supporting Mission, Vision, and Values of the College:

ISS supports each international student individually as well as collectively by promoting and providing programming, events, and activities that encourage participation and opportunities to make and form meaningful connections with others. ISS hosts transfer fairs for graduating international students each semester. ISS follows up with at risk students each semester through individual advising. ISS seeks to collaborate with other departments and bring diverse students together through activities and events during the year. ISS provides opportunities for international students to learn about and interact with their community to foster understanding in a new environment through activities and events during the year. ISS continuously promotes an inclusive environment of respect, empathy, kindness, forgiveness, mercy, and understanding of one another in a safe, warm environment. ISS encourages sharing ideas and experiences with others to promote learning and understanding. ISS stays abreast of the current best practices in our field, encouraging new ideas and initiatives. ISS is committed to doing the right thing for the right reasons and providing accurate information so students can make the best decisions with the most information.

Assessment of strengths, areas for improvement, opportunities, and challenges:

Reception serves as the initial contact for all students and visitors to the office.

Strengths:

- Creating a warm and welcoming first impression by recognizing each visitor to the office.
- Taking care to understand the need before answering the inquiry or directing the caller/visitor to the appropriate resource.

Challenges:

- Employee turnover/training
- Scheduling
- Handling high traffic

- Working with domestic students who are sent to ISS, possibly because of assumptions based on appearance or communication
- Lack of a consistent appointment-making system.

Improvement:

- Funding to support a permanent full-time receptionist or two professional part time positions.
- Training/professional development –multitasking, technology, professionalism
- Increasing outreach across the College to increase understanding of ISS purpose and processes

Admissions

Strengths:

- Quick and efficient delivery of admissions and outreach information along with multiple language assistance.
- Follow up and guidance with visa process.
- Assistance with testing and class registration.
- Ability and flexibility to convert admissions processing to a mostly online process.
- International orientation planning, execution and acculturation.
- One full time and two part time staff dedicated to assisting students.

Challenges:

- Alignment of admissions processes with Continuing Student processes for efficiency. Scholarships to fund international students.
- Lack of recruitment budget to increase enrollment.
- Lack of recruitment advisor to oversee recruitment efforts.
- Scheduling & Planning events.

Opportunities:

- Budget for recruitment.
- Funding for recruitment position.
- Using resources from other departments.

Improvement:

- Acquire recruitment budget.
- Acquire funding for recruitment position.
- Reviewing and revising processes for efficiency.
- Develop cross training with all areas within office.
- Acquire funds for international scholarships.

Continuing Students

Strengths:

- Flexibility in working with diverse student populations.
- Providing back up for other areas of the office.
- Plan and execute projects, events, and activities.
- Work with community partners.
- Ability to meet with at risk students individually.

- Assistance with class registration and insurance payments.
- Ability to check student account for holds.

Challenges:

- Lack of funding.
- Lack of student participation.
- Undefined procedures and processes.

Opportunities:

- Partnering with other departments and/or community partners.
- Partnering with other institutions to promote transfer.
- Partnering with Career Services for OPT and internship opportunities.

Improvements:

- Provide additional student programming opportunities.
- Increase and improve advertising for events and activities.
- Define, review, and revise processes and procedures for efficiency.
- Acquire additional funding for programming.
- Increase student participation.

Special Projects

Strengths:

- Backup for Admissions and Continuing Students.
- Focus on and assist students who need extra support.
- Collaborates with diplomats and other part time staff.
- Collaborates and works closely with other campus departments: Cashiering, Accounts Receivable, ODMA, Office of Admissions, Office of the Registrar, Athletics, CHC, Dean of Students, Academic Advisor, and KESL program.
- Collaborates with community partners, local high schools, ESL institutions, and cultural and faith communities.

Challenges:

- Part-time position.
- Loss of funding from student fees due to lower enrollment.
- Multiple organizations to maintain relationships with.

Improvements:

- Update student fees to compensate for low enrollment.
- Update to a full-time position or two professional part time positions.
- Find additional funding for more hours to enhance program and maintain many relationships.

Office in General

Strengths:

- Staff are able to come together in a pinch.
- Most employees are passionate about what they do in wanting to help international students.
- Protecting the authorization of the College to admit international students.

- The team is great at providing immigration information and options to students.
- Staff generally enjoy working in the office and interacting with others.
- Willingness to step up and pitch in when needed.
- Able to provide essential services for student success.

Challenges:

- Turn over with part time positions.
- Continually training new staff with a lot of information.
- Lack of funding to recruit students and increase enrollment.
- Lack of funding for student programming.
- Lack of funding to attract more professional employees.
- Communication and professionalism.

Opportunities:

- Developing skills and habits to ask follow up questions and communicate more clearly.

Improvements:

- Training to improve trust and communication with each other.
- Obtain funding for part- and full-time positions.
- Obtain funding for international scholarships.
- Continued opportunities for professional development.

Background and Context:

Significant institutional or external changes that have impacted services:

The two biggest external changes that are affecting our department are the uncertain political climate and the COVID-19 pandemic. With changes in immigration policy the current environment is shifting towards and appears to be promoting an unwelcoming atmosphere causing increasingly more difficulties for international students to obtain student visas.

The COVID-19 pandemic has made travel more difficult especially with the shutdown of government offices and the inability for students to obtain their student visas. Also, many students are choosing to stay home until the pandemic is over or subsides.

There have not been any significant institutional changes other than the inflexibility to adjust tuition or prioritize obtaining funding for international scholarships.

Another challenge is being able to obtain sufficient funding for international recruitment and student programming.

Significant departmental changes over the last five years:

Two years ago, some of the upper administration of the College were able to visit India and decided that the College should recruit students from India. A directive was given for our department to start recruiting even though there was no funding. Since there was no funding available to do any serious recruiting, the director contacted an outside agency to partner with that he had met previously at a few conferences. A proposal was put together and approved to hire an in-country agent to represent the College in India and recruit specifically for SLCC. The agent was able to make significant progress towards increasing enrollment when COVID turned into a pandemic and shut down and slowed recruitment to a standstill. The recruitment effort

was continued for another year, but progress has been extremely slow with the continuation of COVID. However, the relationships that are being maintained will be extremely critical when the virus diminishes, and travel opens up.

The Saudi Arabian government had a change in leadership which led to the decline and ending of government sponsored students being able to attend community colleges. This change contributed to a significant decrease in enrollments for SLCC of over 200 students.

The department also received a new director as the former director retired.

With the onset of COVID the department created a virtual international orientation for the Fall 2020 semester. The outcome was so positive that the department has decided to continue with the virtual event.

Progress report on current department goals:

- Protecting the College's authorization for attendance by nonimmigrant students: The department and staff have continued to stay abreast of immigration regulations changes and have continued to take steps to inform and notify students. The department has sent staff members to state, regional, and national conferences with the expectation to share relevant information and best practices with staff upon their return.
- Acquiring adequate funding to employ a professional staff trained to deliver a system of core programs and services: Our department continues to submit funding requests through the IBP each year. Top priority is to request full E&G funding for the Admissions and Continuing Student Advisors.
- Maintaining institutional compliance by providing opportunities for professional development and training for staff: Staff participate in state, regional, and national conferences each year. Staff take turns rotating to different conferences when funding is available, and travel allows. Staff have taken part in virtual conferences.
- Marketing to and recruiting from prospective student markets within the U.S. and abroad to offset the 2026 enrollment cliff, currently focusing on U.S. ESL programs, India market, and African continent market: The staff have recruited in person and virtually to several ESL programs within the state. This effort will continue as we have seen an increase in transfer students. Our India recruitment project has been funded for a second year and recruitment is taking place with our in-country agent. We have a person who is wanting to be an agent for the College working in Africa. This person is trying to build a business and demonstrate the ability to enroll students. This effort is not currently funded by the College but might be in the future with more positive results.
- Providing efficient and effective evaluation of applications and supporting documentation to issue the USCIS form I-20 to non-immigrant students: International Admissions is tasked with setting and updating protocols to quickly meet the changing needs of the students. Any application that comes in from India is given priority processing. With the decrease in enrollment this goal has not needed much review.
- Increasing international student enrollment to 400 in two years with adequate institutional support for international recruitment and marketing: The previous goal of

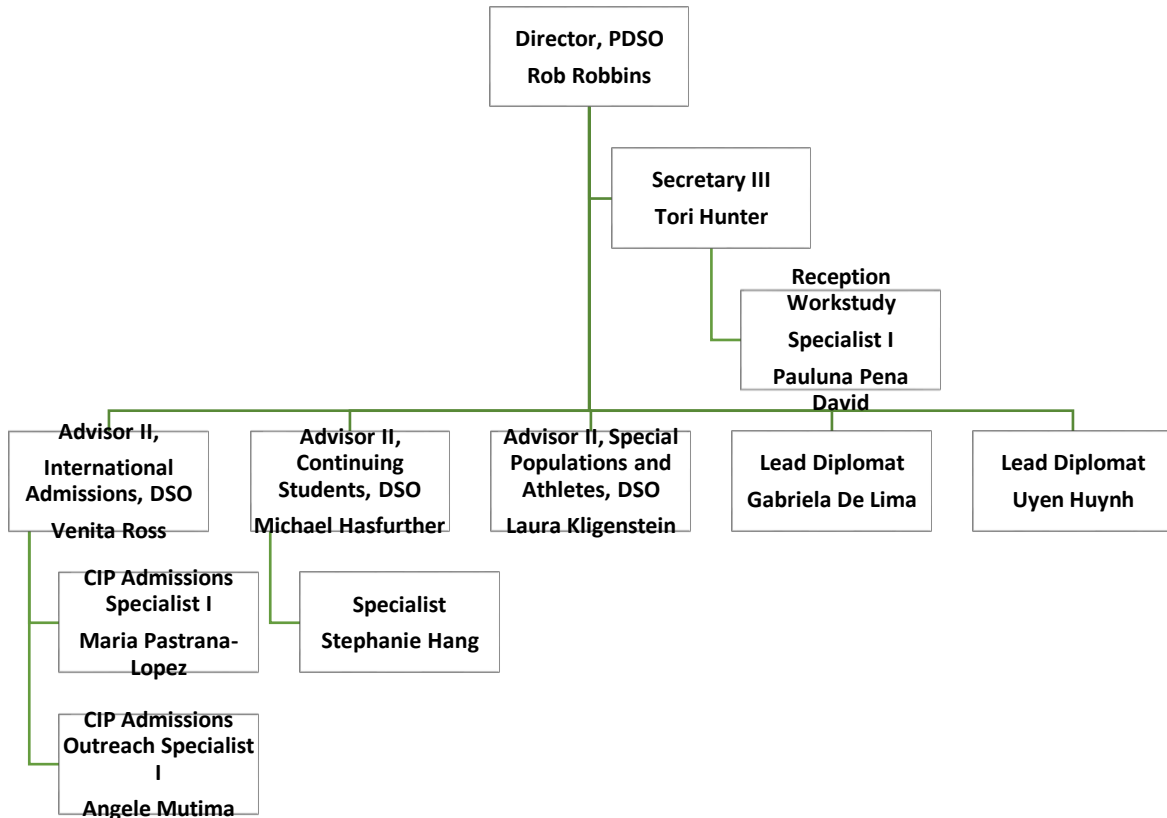
420 was revised to 400. However, with the onset of the COVID-19 pandemic and lack of recruitment funding this has been a challenge to reach and enroll students.

- Providing pre-arrival outreach to prospective non-immigrant students to increase the recruitment ROI and promote arrival and enrollment: This information is reviewed each semester and changes made to reflect current circumstances.
- Improving ISS's image to being viewed as an important partner to the College: Staff are continually trying to promote a professional environment in the office and provide quick and accurate information to faculty, staff, and students. Providing excellent customer service has been a priority for the department.
- Providing an international orientation: The orientation is reviewed each semester and changes have taken place to provide accurate information and utilize time efficiently. The orientation has successfully been presented virtually and will continue in the virtual format for the time being.

Description of Program and Services:

Departmental organizational structure:

See organizational chart below.



Specific functions of the department and how that connects to students:

- Immigration compliance: The department is responsible for reviewing and processing admissions application documents and requests for other immigration benefits. The advisors have been authorized and approved to fairly and ethically process documents and requests. The staff are advocates for students and provide accurate information to assist students in being able to make the best decision for their unique circumstances. International students must maintain lawful presence within the U.S. to be eligible for any benefits allowed by their visa type. The College is responsible to report and accurately track international students to maintain authorization to enroll non-immigrant students. The department uses the Banner, ISSM and SEVIS systems to help track, report, and notify students.
- International Admissions: The department must review and process the required documents necessary for enrollment and to issue the Form I-20 for the F-1 Student Visa. International Students must prove their eligibility prior to being enrolled and the admissions staff are responsible to review the submitted information.
- Prospective student inquiries: International Admissions is responsible for reaching out to and following up with prospective international student inquiries. Materials and messaging are available and sent and/or communicated to prospective students.
- International Orientation: International Student Services provides a mandatory orientation for all international students each semester. The information in the sessions provide the students with an understanding of their immigration responsibilities while studying in the U.S., helps them to understand the U.S. educational system, explains various campus resources that can be utilized for academic success and emotional support, and provides an awareness of culture shock to aid in cultural adjustment.
- International Advising: International students who fall out of compliance or who may fall out of compliance are contacted to meet with an advisor to explain and remind the student of their responsibility, as well as to assess other needs the student may have. Options and resources are suggested so that a student can make an informed decision as to what he/she would like to do next. We also advise international students who may require additional support, such as, international student athletes, government sponsored students, or students from specific countries that may need more assistance.
- Student Programming: Events and activities are planned by the staff and student diplomats to help international students adjust to their new environment and build connections with other students.
- Diplomat program: Two international student volunteers are selected each year to plan and organize events for all international students. The diplomats are put in leadership positions to plan and execute various events and activities. The diplomats are also responsible to reach out and connect with all international students and prospective students.
- Record Storage: Inactive student records are archived and stored for five years prior to being destroyed. If a former student needs to retrieve their prior records our department can help them with this request. Some students will need to access their prior records if they have lost their original copies and/or for applications for different visa types, working benefits, permanent residency status, marriage, or citizenship.

Review of Resources:

Financial resources supporting the departmental budget:

International Student Services is funded through E&G funding, revenue accounts, and servicing funds. Both the director and part-time secretary positions are funded through E&G funding. The full time International Admissions advisor is funded through 30% revenue funds and 70% servicing funds. The full time Continuing Student Advisor is funded through 100% revenue funds from two different accounts. The part time Special Projects Advisor is funded through 100% revenue funds. The part time receptionist position is funded through 100% revenue funds. The part time Specialist position for the Continuing Student Advisor is funded through 100% servicing funds. The two part time Specialist positions for the International Admissions advisor are funded through 100% CIP funds from Career Services. Other positions in the office are funded through Work Study through Financial Aid and volunteer positions with two Student Diplomat positions being funded with a domestic student tuition waiver for tuition for Fall and Spring semesters.

The department funding is impacted directly by student enrollment. Over the last several years the student enrollment has continued to decline. There have been many reasons for the decline, some of which include: the ending of government sponsored students to attend community colleges in the SACM program, the unfriendly political climate, stricter immigration regulations, lack of international recruitment funds, and the COVID-19 pandemic. Each of these have played a part in less students attending, and less money being brought in to support international student services.

The student fees that support the office include:

- International Application Fee \$75, of which \$50 goes toward the department and \$25 goes into the General Fund.
- International Orientation Fee \$50
- International Student Fee \$40 each semester of registration

Human resources-assessment of current staffing levels and needs:

The current staffing levels will currently support an additional 200 – 250 students without needing additional staff. There is a need for more full-time positions to reduce the turnover rate and attract professional staff as well as reduce confusion with consistent staffing. Additional training would be helpful in the areas of effective communication, respect, understanding, kindness, compassion and effective team behavior.

Technology resources:

The office has up to date computers for all staff to use at the office and laptops for remote work. The department was able to secure additional laptops for each staff member this year with the onset of COVID. Staff can access each software system remotely to complete their work, however, more training should be incorporated as some individuals have more capability, understanding and familiarity of technology than others.

Quality/capacity of staff, work environment, physical and technology resources:

The department has its share of personality conflicts and miscommunication with others and this has created a demoralizing and divided environment. There appears to be some self-isolation taking place that also contributes to division and diminishes a team atmosphere. The department has tried to promote the values of and an atmosphere of kindness, respect, caring, understanding, compassion, generosity, mercy, and forgiveness. However, not all staff have seemed to have bought in to extending the same values to others that have been extended to them. It appears that there may be deeper personal issues which cannot be addressed in a work environment that contribute to the dysfunctionality of the department. The work environment provides adequate privacy to meet with students and process documents with sensitive information. While more private space would be ideal the office has and can function in its current location and space. The lack of windows and ventilation issues are a concern each year. Staff have complained about the inability to see outside as well as the office temperature being either too cold or too hot at different times of the year. The facilities people are only able to adjust the temperature within certain limits that have not fixed the problem for most of the staff. The staff have had to make do with working in either too hot or too cold temperatures along with lack of natural light and outside views. This can cause some level of physical and emotional discomfort and contribute to poor productivity. Each staff member has a computer that is able to work well enough to perform their work. Computers are regularly rotated out after a few years so that up to date technology is available for each staff member to complete their assignments. The staff incorporate the use of software to help the office stay connected, especially when working remotely. Some of the resources used include phone call, text, email, Jabber, WebEx, Zoom, and Teams. A larger reception area would be helpful as there are times when multiple individuals, or entire families come to the office, and more space is needed to comfortably manage the increase. Currently, the space seems crowded and cramped when more than one or two people arrive at the office. A more visibly welcoming reception area would provide better access to assist visitors along with added privacy. The Continuing Student Advisor's assistant should also have another desk space that is located outside his office space. This would eliminate the need of constantly moving in and out of a workspace when the advisor is meeting privately with others and help with uninterrupted workflow for the assistant as well as provide a more professional appearance.

Areas for improvement in efficiency and cost effectiveness of services:

As most of the staff are supported through revenue accounts an increase in student fees is desperately needed to offset the loss of revenue from a decreased enrollment. Also, additional funding needs to be available to increase recruitment efforts to attract more international students. As the number of international enrollments decrease the budget to support the continuation of current services will quickly diminish without making adjustments to the amount of fees being charged that would support the vital work and student success of the department.

Another area of efficiency would be to create a paperless or as close to a paperless office as possible. There are resources in place to run a mostly paperless office, but there has been pushback from some staff members who still value using paper.

Having more E&G funding to support staff positions would allow for the use of revenue funding to support other projects and recruitment efforts. Additionally, being able to adjust or have a different international student tuition rate would be helpful to attract more students as the out of state tuition rate is rather high when compared to other USHE undergraduate international tuition rates.

Resource needs for future operations (next five years):

ISS expects enrollment rates will increase once the COVID pandemic starts to subside, even with current visa eligibility issues. As the number of international students increase, there will be a need for more permanent full time professional staff to consistently help students. The department would need a full time Administrative Assistant, a full time Special Projects/Populations Advisor, a full time Recruitment position, and a full time Receptionist. These positions could be critical over the next five years to provide the needed support and consistency to students.

A more prominent and open space with a lot of natural light would provide a less depressing environment along with an inviting and welcoming environment for our international students. Computers and other technology will need to be monitored and rotated out as they become older and newer equipment would need to be utilized to provide the necessary functions for work.

Continued trainings for staff on professional work environment behavior, and effective communication would be very beneficial. Other trainings in emotional intelligence for being compassionate, forgiving, respectful, kind, and generous with one another would also be vital.

Collaboration with Other SLCC Departments & Community Partners:

Relationship with other SLCC departments:

International Student Services interacts closely with KESL, Office of Student Success (OSS), Academic Advising, Office of the Registrar, Athletics, Admissions, Career Services and ODMA. Over the years we have partnered with KESL and OSS to assist with our international orientation. However, as our orientation has changed and developed, we have slowly needed less participation from them. They are still included but only minimally. Each of the advisors have been able to foster relationships with others in the various departments. We have tried to collaborate with other departments and to include them when hosting events and activities and even partnering to assist with outside department events. We have reached out sometimes successfully and at other times unsuccessfully with ODMA to assist them in some of their cultural events. We have started partnering with Career Services to help international students understand the U.S. work environment and market. ISS has a positive image with other departments.

Collaboration with other departments to advance SLCC strategic goals

- ISS has been working with Athletics to promote student equity in participation and completion by providing individual international orientations for each sport for the international athletes each semester. Additionally, we have tried to promote more inclusivity by hosting special international nights to support the athletic teams. We have

supported the women's volleyball team, men's basketball team, and men's soccer team. During the international night event the international students are recognized and invited to participate in fun activities during half time. We have also had time where the international students were able to meet and interact with the team members.

- ISS has worked with ODMA in achieving equity in participation and completion to promote and support their Asian Culture Week for the last few years. One of our advisors has community connections to obtain traditional Chinese costumes that have been borrowed for the event. We have also assisted in advertising and recruiting students to attend.
- ISS has partnered with Career Services in aligning with workforce needs to help assist the career advisors in explaining to international students how to navigate and understand the U.S. job market. They have helped students create and update resumes and practiced mock job interviews to help prepare international students to work in the U.S.
- ISS has presented at the Academic Advising all staff meetings each year in an effort to increase student completion, improve transfer preparation, and articulation, and to remind advisors of special international student requirements and to answer questions they may have about international students.
- ISS has invited staff from KESL and OSS to help present and assist international students during the international orientation each semester to support increased completion and secure institutional sustainability and capacity. In the past we have had several participants from both departments' present breakout sessions, but over the years we have needed less participation as we have had fewer students and have changed our format. Now they are invited to assist students with registration, setting up meetings with departmental advisors, and sharing information about their office resources.

Organizational obstacles to implementing departmental initiatives:

One of the biggest barriers in working with other departments is finding a time that works for both departments. Another is departmental buy in for specific events or activities. What one department sees as a priority another does not. Timing and being able to contribute staff to assist with the initiative so they have sufficient time to complete their regular work while scheduling time to work on the new initiative can be a burden. Communication of expectations is an obstacle. Even if departments or individuals have been doing the same thing each semester or year it is good to share what is expected on both sides.

Relationship with community partners:

ISS has our part time Special Projects advisor assigned to work with our community partners. She has limited time to foster relationships and bring them on board to assist with events and activities. We are aware of them, but they may not be aware of us or our wants and needs. We have tried to invite some community partners to present workshops throughout the semester for our international students but over the years the number of interested students who have attended the events have dropped off significantly. The last few years we hosted some events with zero attendance. This was embarrassing for both parties and we have not continued these types of events. Other events requiring student participation either in person or remotely have

not been highly attended either. It appears that current international students do not have time or are not interested in participating in additional events or activities even if they would be helpful.

Impact on Students:

As all international students must interact on some level with our office there is great potential to positively impact students. When students come to meet with an advisor, the advisor should also be encouraging the student to continue on to graduation and identifying reasons why the student is not doing well, if necessary, and providing other campus and community resources to help each student.

ISS should be promoting an atmosphere that is warm and welcoming to each international student. The department should be viewed as their home away from home where the student may come for academic or personal support. The staff have been reminded to recognize each person coming to the office, to be respectful, to smile and be welcoming to each person, and being helpful so that they don't have to go to another office if possible. Providing excellent customer service has been a priority for the department and each staff member plays an important part in maintaining this service.

There are many students who are regulars to the office. They don't necessarily need anything, but they come to tell us about their experiences. These students are highly impacted by our office. All students are invited to come to the office and participate in sharing their study abroad experiences with our staff. We try to promote a safe and friendly place where all students can feel welcomed.

Feedback from students:

Anecdotally, we continue to hear about the great service our office provides to international students. After students have graduated and transferred to other schools, we will still have them contact our office for assistance because of the poor service they receive or perceive at other institutions.

Equity and inclusivity:

The international student population is very diverse. ISS strives to treat each student fairly and respectfully. We invite all our students to participate in events and activities on the campus and in the community so that they can become familiar with their new environment and community. We provide a non-threatening, safe, friendly, and welcoming office where students will hopefully feel free to express their feelings and share their experiences, whether positive or negative, with our staff. ISS staff seeks to provide a positive experience for each student through continued personal and academic support.

Summary Analysis and Conclusions:

ISS is able to provide quality service to students as well as execute orientation with minor difficulties. However, lack of funding presents challenges. ISS staff members are a diverse group of people from various countries and often have differing beliefs and perspectives. This has

been a strength to the office and to students as each staff member has their own belief systems continually challenged. While this diversity is an asset it also presents communication challenges within the office. Communication styles and personality conflicts remain a concern and creates a noticeable division among the staff at times.

There needs to be a designated recruitment person that is separate from admissions to avoid a conflict of interest with the admissions process. Admissions and recruitment need to have their own area and expertise.

Student programming should be revisited as to how to accomplish this along with providing events and activities that students will participate in and prioritize.

The department has been successful in collaborating with other departments and forming relationships across the campus. There should be more collaborating with other community partners and resources to strengthen the services to students.

Sufficient technology is available to all staff to complete their work assignments. Additional training and support would help staff members better utilize the technological resources.

Analysis and reflection on challenges and areas for improvement:

- Update and change revenue funds to support staffing and services. This can be done by updating the International Student Fee from \$40 to \$80. The increase would not be too great of a burden as international students must show that they already have the funding necessary to study before they can apply for the student visa. This increase is still lower than the other USHE schools. We have also submitted a proposal with the domestic Admissions office to streamline some of our admissions processes that would eliminate another fee and be in line with requirements for all students. Without an increase in revenue, staffing and services will be affected.
- Continuation and the addition of international recruitment efforts. With the 2026 enrollment cliff fast approaching, partnerships need to be created now, with agents or other recruitment organizations to support the College enrollment numbers. Another benefit of hosting international students is the rich diversity of ideas, culture, beliefs, and thought processes that enhance our own understanding and challenge our current biases of normalcy.
- Support and funding for more full-time positions for staff. This will eliminate turnover and training time needed for better productivity and professionalism.
- Creation of a full-time international recruitment position.
- Creation of an updated reception area to visually welcome international students.
- Additional training and support of staff to work towards more civil and effective communication and treatment of one another.

Goals and Action Steps:

- Update International Student Fees to align with the rest of the College. A proposal has been submitted for review by the Vice President for Student Affairs.
- Continue to submit IBP requests for continued funding to support the India recruitment project as well as new recruitment projects that would be beneficial and profitable to the College.

- Continue to ask for prioritization for funding to create scholarships specifically for international students as another avenue to recruit and retain students.
- Continue to promote the intangible value of hosting international students to the campus community.
- Ask for priority and support for more full-time positions that would create more consistency and attract more professional staff.
- Push for a recruitment position through the IBP process as our recruitment efforts continue to bring in additional students.
- Communicate the need for a more visually welcoming reception area that provides warmth and privacy to the AVP that can be included in the building remodel plan and design.
- Continue to promote the values of the department with staff through the invitation of staff to participate in professional development workshops, trainings in staff meeting, and behaving in a consistent manner towards staff.
- Encourage staff to ask follow up questions if they do not understand something.
- Continue to promote an environment that is safe for staff to express differences of opinion without fear of retaliation.

Ways ISS advances SLCC mission, vision, values, and goals:

ISS is dedicated to providing international students with the support and services they need to be successful both in their academic pursuits and personal life. ISS strives to provide a warm, friendly, and welcoming environment--a home away from home for international students. ISS supports the Colleges mission, vision, values, and goals by:

- Greeting and acknowledging each visitor to our office to promote inclusivity, trust, and community.
- Asking follow up questions to find the reason for the student requesting assistance to better understand the situation and to be able to provide the correct information and resources to actually help the student to make the most informed decision to support trust, learning, innovation and retention.
- Providing international orientation to get students off on the right start academically and culturally to promote equity, inclusion, community, trust, and retention and sustainability.
- Providing opportunities for students to meet and make friends through international orientation and other events and activities that promote collaboration, trust, community, inclusivity, learning, innovation, and equity.
- Providing department communication through emails and newsletters to students to inform them of changes in immigration regulations or other academic matters to promote inclusivity, equity, collaboration, community, and trust.
- Encouraging registration for next semester classes early to promote retention and sustainability.
- Providing access and information for community and campus resources to promote enrollment and retention sustainability, equity, inclusivity, trust, and community.

- Continuing international recruitment efforts to increase enrollment sustainability and diversify the campus community.
- Providing checks and interventions to promote student completion, retention, and transfer.
- Providing international transfer events to promote student completion and transfer.
- Assisting students with immigration benefits for CPT and OPT to support community workforce needs, student completion, and transfer.
- Providing cultural awareness events and activities to support diversity, equity, inclusivity, community, learning, and innovation.