

Introduction:

- In 2015, the SBCCD Chancellor announced a goal to develop an initiative to expand international student enrollment at both campuses (CHC and SBVC) through the development of International Student Programs and services at both locations.
- In late 2015, Crafton Hills College responded by establishing a faculty researcher position to explore the development of such a program. The charge for this
- Prior to this period, Crafton Hills College has had the capacity to admit and enroll a small number of F-1 international students. At present, the college enrolls 6 students with an F-1 student visa, supported by a single adjunct counselor who has had significant experience at CSUSB advising international students.
- The college does not, however, have a formalized program that offers the full complement of support services typically found at other community colleges. During this period of time, the college has engaged in marketing itself to prospective international students.
- In the past year, the district has entered into an agreement with a marketing agency with the goal of piloting an initial population of international students from China. The planned initial pilot cohort of students was postponed due to low response.
- In spite of these initial challenges, the outlook for the development of an international program is bright. According to the 2016 Open Doors Report of the Institute of International Education, the number of international students studying in the United States topped 1,000,000 for the first time, with more students choosing California as their destination than any other state.
- Additionally, more US students are seeking study abroad opportunities than ever, signaling a growing interest in global opportunities.
- **The purpose of this document is to outline an implementation plan for the expansion of a full-service international center at Crafton Hills College, that will serve as the hub that supports the following activities:**
 - Marketing and recruitment of prospective international students.
 - Admission, orientation and advisement for admitted students
 - Complying with all Federal Regulations with regard to:
 - Maintaining Current student records in SEVIS
 - Facilitating co-curricular cultural events for international students and for the campus as a whole.
 - Providing ongoing support for International students through the initial adjustment to life on/off campus, and providing ombudsman functions for those students as they continue their experience at Crafton.
 - Serving as a center to promote international exchange, both for incoming international students, for US students seeking study abroad

opportunities and for faculty who are interested in seeking exchange opportunities as well.

JUSTIFICATION FOR INTERNATIONAL PROGRAMS AT CHC

In light of the increasing interdependence of the global economy, including multinational corporations that recruit and employ students in the Inland Empire and beyond, Crafton Hills College has the opportunity to create, develop and sustain a program that admits, enrolls and nurtures a thriving community of international students and globally-minded students who seek to become productive in the thriving global community. As a result, Crafton seeks to advance the following institutional strategic directions through the development of such a program:

- Increase student Enrollment
- Increase student retention, transfer and graduation rates
- Increase cultural diversity on campus
- Increase public recognition
- Strengthen strategic partnerships with other colleges, local multinational corporations, and overseas entities.

Increase Student Enrollment: Part of the impetus for expanding international student enrollment concerns the economic gain that results from this population. The tuition and fees collected from international student enrollment are not subject to apportionment, and remain in the district. Developing a sustainable international student program can be self-supporting and can also provide funds for other campus needs, priorities and initiatives.

Retention, Transfer and Graduation: International student enrollment also provides a population that has historically enjoys a high rate of retention (reinforced by the strict visa requirements to remain in status). Combined with proposed transfer pathways supported by MOU's with local Universities, and the prospect of higher transfer and graduation rates make the International student population an attractive one for the college to pursue.

Increasing Cultural Diversity: The presence of international students on a college campus can present significant opportunities to enhance the campus culture, both in the classroom and in the campus community.

Increasing public recognition: Fulfilling a public service of preparing students for a 21st century global workforce brings public recognition of an institution that adds value to the surrounding community. Crafton Hills College has been building its ties with the community and has greatly improved its standing as a cultural center in the East end of the San Bernardino Valley. Adding an International Center which houses an international student program as well as a study abroad program would continue to build Crafton's reputation as a forward-looking institution for the 21st century.

Strengthen Strategic partnerships with other colleges, local multinational corporations and overseas entities: In setting the stage for the development of the International center, the SBCCD, through the efforts of Dr. Glen Kuck and others, has been developing MOU's with local colleges to pave the way for transfer pathways that would provide the potential for signature programs that would attract international students from overseas, and also make our own students more competitive in the global marketplace. Additionally, the presence of multinational companies, such as ESRI, Amazon.com, Stater Brothers, Loma Linda University and other organizations with international ties provide potential partnerships that can also open pathways for our overseas and domestic students. There are also opportunities for Crafton to enter into reciprocal exchange agreements with international colleges and universities that could make Crafton a unique institution that provides a second-to-none experience for all of our students.

CHARACTERISTICS/REQUIREMENTS/CONSIDERATIONS FOR A FULLY IMPLEMENTED INTERNATIONAL PROGRAM AT CRAFTON:

Requirements for the full implementation of an International student program/International Center at Crafton Hills College include:

1. Meet all the guidelines to maintain status as a SEVP Certified Institution of Higher Education, and maintain current institutional information in SEVIS.
2. Designate and maintain PDSO and DSO's authorized to maintain SEVIS information.
 - a. A Designated School Officer (or DSO) are authorized college officials that represent the college to the Immigration Customs Enforcement (ICE) division of the Department of Homeland Security for all matters involving International Students on F-1 or J-1 Visas. They are also authorized to access SEVIS, and are charged with the responsibility of maintaining information in SEVIS. DSOs as well as Primary DSOs (PDSOs) are authorized to issue and sign I-20 documents.
 - b. Crafton Hills College will need to review/establish which personnel will be designated as DSO/PDSO for maximum program effectiveness.
3. Staffing Needs
 - a. International Student Coordinator – Currently, the SBCCD International Student Program Task Force is developing a job description and list of qualifications for this position and its parallel position for the International program at Valley College. The International Student Coordinator will have primary program oversight and will be the primary point of contact for all operational elements of the ISP. This will include marketing and recruitment, initial processing of student applicants,

SEVIS entry and I-20 issuance, coordinating arrival of international students, initial orientation of new students, and ensuring that student service needs for arriving international students are met. Additionally, the coordinator will represent the program at all functions on campus, in the community and at regional, national and international events and bodies that concern international student issues and affairs. The Coordinator will also chair the International Program Steering committee proposed in this document.

- b. International Student Counselor (50%) – This position will provide counseling and advising support that specifically supports international student needs. The counselor will be introduced as part of the initial orientation process, and establish an effective working rapport with each international student.
- c. Clerical support – A 50% secretarial position will be needed to help the Coordinator manage the significant demands associated with supporting and maintaining the program and its requirements with SEVIS.

4. Student Support

- a. While international students have service needs common to all CHC students, international students have additional support needs that include adjusting to a new culture, understanding and navigating the landscape of US Higher Education (and specifically, the structure of the community college/transfer system in California). These needs are summarized as follows:
 - i. Social – International students are challenged by unfamiliar cultural norms and customs, and must acclimate quickly and smoothly to achieve efficacy in a foreign culture. They will have to adjust to the assumptions and expectations of peers, faculty, and community members that they have an understanding of how our culture, social institutions and services work, and that they can understand living English.
 - ii. Educational – International students will have to familiarize themselves with an entirely new educational system, and be able to operate effectively in that environment in a very rapid timeframe. This includes being able to assimilate the culture of an American college classroom, comprehend college-level course content, and be able to meet the course requirements, in a foreign language.
 - iii. Housing/Living Arrangements – International Students enrolling at Crafton will need help in locating suitable and affordable housing arrangements in the community, typically arriving in the US with little more than what fits in a suitcase. In many cases, students are living on their own for the first time, coming from families that are similarly unfamiliar with American norms and

expectations surrounding finding apartments, arranging for furnishings, utilities and other living necessities.

- iv. Health Medical coverage: International programs require their students to have health insurance coverage throughout their enrollment, and typically include the costs of such coverage in the fees paid at enrollment. However, navigating the American healthcare system are among the most intimidating and confusing experiences that international students face. Often, students will forego necessary medical care rather than face a potentially confusing/intimidating/embarrassing trip to the doctor's office or emergency room.
 - v. Financial: In order to meet Immigration requirements for an F-1 student visa, International Students must demonstrate that they have sufficient funds available to them to fully support themselves during their stay in the US. However, their tuition and costs are significantly more than their peers, and they are restricted from working off-campus, limiting their opportunities for self-support.
 - vi. Community: International students must learn to be self-sufficient in a foreign culture, where everything from supermarkets to public transportation works differently than where they came from.
- b. The comprehensive support plan for the International Program at Crafton must provide resources to address all of the needs summarized above. Effective support systems must be developed to provide assistance to students during their arrival to Crafton, and support (including after-hours and on weekends) for students who encounter difficulties off campus.
- c. Additionally, a set of emergency contingency plans must be developed in the event of a catastrophic event, or student emergency or accident occurs, with steps to follow to provide assistance, and to provide effective communication to all involved parties, etc.
- d. SBCCD has partnered with California Education and Training Export Consortium (ETEC) to pilot the California Pathways Program. ETEC provides recruitment services, as well as a comprehensive package of initial support services to admitted international students as they arrive and begin their studies at Crafton. ETEC and Crafton has plans to run a pilot program, with an initial population of 10 students from the People's Republic of China. This pilot has been deferred to the 2017-18 AY (ETEC also recruits in Vietnam and has ties to other regions of the world).
- e. While Crafton develops and rolls out its own International Student services program, it would be advisable for Crafton to partner with ETEC (or a similar consultant firm) that can lend its expertise to support the

recruitment and transition of international students to our campus. Eventually, as Crafton develops its own capacity to facilitate these functions, the partnerships can be modified or phased out completely.

5. Academic/Curriculum development

- a. The primary attraction of international students coming to Crafton will be the academic programs and offerings that students cannot find elsewhere. We will be in a highly competitive marketplace, with neighboring CC's that have well-established international programs. We have the opportunity to create a unique experience that cannot be found elsewhere.
- b. ESL Sequence for Incoming International Students:
 - i. Crafton will attract international students who represent a diverse set of abilities, interests and levels of academic capability. Many of these students will arrive with various levels of functional fluency in English language. Even students who present as being fluent or near-fluent in spoken English will still face challenges in adapting to an American college classroom, and using college-level scholarly English (not to mention navigating the slang-laden informal English of their American classmates).
 - ii. These students will need support to transition to college-level English language courses. While there has been discussion of offering a 2-week, intensive, crash course in survival English, many incoming international students will require additional support to be successful at Crafton and beyond. A common approach employed at other CCC's involves a non-credit program that includes a comprehensive program that includes ESL Instruction and an introduction to American culture. (This will involve non-credit program input)
- c. Transfer Agreements: The SBCCD has successfully developed MOUs with CSUSB, University of Redlands, UCR, as well as Loma Linda University and Cal Baptist to facilitate international student transfer.
- d. Partnerships: Expanding the population of international students can occur in numerous contexts, and the development of strategic partnerships in particular. One example for partnerships would involve exchanges with overseas colleges and universities, where Crafton hosts students enrolled elsewhere, and those institutions send students to us. Such partnerships may involve the development of curriculum and program resources.

6. Establish an appropriate facility space for an International Center.
 - a. There are a number of important benefits of creating an International Center space on campus, that will help to grow and support the population of international students, but will become the springboard for additional growth and development of numerous other international initiatives. The facility would support the following functions:
 - i. Become the visible center on campus that provides primary support for international students, and promotes an expanding collection of programs and opportunities for the student population and the community at large.
 - ii. House the International Program Coordinator, Clerical staff and provide a space for the international counselor to meet with students.
 - iii. Coordinates all aspects of marketing, recruiting, admitting and SEVIS compliance.
 - iv. Provide ombudsman services for international students, and become the information clearinghouse for others who have interest in pursuing in international opportunities.
7. Marketing/Recruitment resources
 - a. Cultivating a successful international program will depend highly on promotion of Crafton as an attractive destination for overseas students, and creating a clear access pathway for prospective international students. This begins with expanding the campus brand to communicate that Crafton embraces a diverse, international culture on campus, and that incoming international students can picture themselves at Crafton.
 - b. The process for overseas students to apply to Crafton and complete all immigration steps to successfully enroll must be easily accessible and understandable for prospective international students, with easily identifiable contact links for students to ask questions.
 - c. The college's website is a primary means of marketing and recruiting, and promoting the campus brand internationally. It is also a primary means of facilitating communication and services to prospective students
 - i. Some campuses have developed the capacity for web information to be translated into numerous languages (via Google Translate) to better serve the needs of overseas students. We would be wise to explore this capability.
 - d. SBCCD has partnered with California Education and Training Export Consortium (ETEC) to pilot the California Pathways Program (CPP). ETEC provides recruitment services, as well as a comprehensive package of initial support services to admitted international students as they arrive and begin their studies at Crafton. ETEC and Crafton has plans to

run a pilot program, with an initial population of 10 students from the People's Republic of China. According to the latest information available, this pilot has been deferred to the 2017-18 AY (ETEC also recruits in Vietnam and has ties to other regions of the world).

- e. As Crafton is in the development stage of expanding the international program, it would be advisable to Crafton to partner with ETEC (or a similar consultant firm) that can lend its expertise to support the recruitment and transition of international students to our campus. Eventually, as Crafton develops its own capacity to facilitate these functions, the partnerships can be modified or phased out completely.
 - f. Brochures: Marketing brochures should be available (in print and downloadable .pdf) that spotlights the campus as a whole, as well as specific programs that are available to International Students.
 - i. A brochure was developed to market CHC to prospective students for the pilot program. This 4-page brochure provides basic descriptions of the services provided to students by CPP.
8. Community resources sufficient to successfully support off-campus living needs of international students:
- a. Housing Options: Crafton will need to develop suitable living options for international students. The following options are under consideration for the short term as well as the long term:
 - i. Short-term: ETEC has agreed to arrange housing placement for the initial pilot phase of program development.
 - ii. Homestay: Worldwide International Student Exchange (WISE), or Develop our own local program, modeled on UCR Extension ESL program.
 - iii. Campus Village: Discussions have taken place to include international student housing options in the proposed Campus Village
 - b. Transportation: International students will need access to reliable transportation options to commute to campus, as well as to access resources in the community. It is assumed that most International students will not be able to drive or have access to a car. Bus transportation will be a key resource, but it will be important to assist students in assessing their transportation needs and potential options.
 - c. Security: The college must provide the means for international students to learn how to safeguard themselves, as well as who to contact in the event of an emergency. The college must develop contingency plans in the case of emergency or catastrophic event.
 - d. Health/wellness: While International students will be required to purchase health insurance coverage for themselves, it will be important to ensure that they know how to access medical services when they need them in the US.

9. Faculty/Professional Development/Oversight:

- a. International Program Steering Committee: This committee will be charged with overseeing the progress of development for the international center, and all services and functions. In order for the to succeed, a great deal of coordination must occur among student services, faculty and administrative divisions to ensure that all plans, functions and priorities described within this document are carried out effectively.
- b. While the International Student Program will be housed in the Student Services division, the courses and programs that students will be enrolled in is a faculty matter, and as such, a steering committee that consists of faculty shall be developed to provide direction and oversight to the international center. Crafton currently employs numerous full-time faculty who bring a wealth of expertise that would be highly valuable