

Executive Summary and Action Plan

Council for the Advancement of Standards in Higher Education (CAS) Self-Assessment

NAME OF PROGRAM at Community College of Denver
International Student Programs and Services (ISPS)

DATE TOOK PLACE: **July 2015**

The Self-Assessment Process

SUMMARY OF PROCESS

As the Community College of Denver continues to strive for excellence within higher education, we also recognize that with that goal comes much needed review and work. Enrollment Services at CCD has adopted principles and guidelines from the Council for the Advancement of Standards in Higher Education (CAS) in which to be internally evaluated on. Specifically, the office of International Student Services would like to bring together a strong team of CCD staff and faculty to assist with the 12-part assessment.

WHO WAS FACILITATOR AND ON REVIEW COMMITTEE (NO MORE THAN 1 PAGE)

ISPS committee includes two functional staff member, 2 advisors, and one faculty member who are crucial to the daily operation of the International Student Programs and Services.

CAS ISPS Committee:

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Component Areas Overview

Part 1: Mission

The mission of International Student Services (ISS) is to facilitate international students' admittance to the Community College of Denver, and to provide services necessary to meet the special needs of international students.

1.1 The office of International Student Services at CCD works diligently with College Opportunity & Student Outreach (COSO), Admissions, Registration & Records (ARR), Academic Advising Center (AAC) as well as other departments to ensure that the student reaches their educational goals, from application to graduation. Our collaboration and processes ensure compliance with all immigration regulations.

After the student has successfully completed the application process and has been accepted to attend in a specific semester, they will be issued a form I-20. The form I-20 is the student's required documentation to obtain an F1 Student Visa. Once attending CCD, the student is to maintain immigration status by attending full-time and receiving passing grades that work towards his/her selected degree.

1.2 ISS has developed a mission statement that reflects the main processes of our office – to admit international students and provide additional services particular to this student population which includes but is not limited to working with community partners, sponsors, Embassies and immigration services.

1.3 ISS's mission statement is in line with the college's overall mission and goals. CCD's commitment to diversity and opportunity to gain higher education are mirrored within daily processes. In an effort to offer a variety of support systems, ISS continues to expand from collaborations within the college to our surrounding community. ISS understands the need for special training and education to embrace the college goals and is consistently working with other current students, international student alumni, faculty and staff to meet these needs.

A. What is the program mission?

As listed above, the mission of ISS is to handle all aspects of International Student admissions and support services beyond admissions.

B. How does the mission embrace student learning and development?

The mission embraces student learning and development through consistent support and updated services to meet the International student individual needs.

C. In what ways does the program mission complement the mission of the institution?

The mission of the program complements the institutions mission by embracing diversity and supporting special student population and needs.

Part 2: Program

ISS serves as an information resource for all partners in the international education process, from local English Schools and Universities to the Embassies of various countries. In addition to issuing documents for students to obtain non-immigrant visas, International Students are provided with counseling and advising information in the areas of immigration, employment, financial issues, medical insurance, registration, and adjustment to life here in the United States. Through collaborations inside and outside of CCD, ISS supports students with recruitment, academic advising and connection to the community. Our goal is to build a support system for the student from admissions and beyond graduation.

ISS consist of College Opportunity & Student Outreach (COSO) and Admissions, Registration & Records (ARR) with interrelationships and support from the Academic Advising Center (AAC) as well as other CCD departments. International Student recruitment is managed by COSO while admissions and student services are through ARR (with collaboration of other departments).

The institutional plan for International Student growth at CCD is only a year old. Before ISS was born, International Admissions consisted of one staff member in which handled all the day-to-day responsibilities of international admission and student services. November 2013 and January 2014 brought two more staff to build a strong foundation for the plan to grow international numbers at CCD.

Although marketing and recruitment is rather new to CCD, it has proven to be effective and crucial to CCD's overall goal of Diversity and Internationalization. Success rates are currently being measured through admissions applications, community partnerships and total new student acceptances.

Over the last two years alone, CCD's admissions have admitted student's from over 51 countries. Through consistent communication with current students, alumni, other CCD departments as well as the surrounding community, we are working towards building a strong support system for these students. ISS staff dedication and passion for the program goals are apparent through all of the fluid efforts currently in progress.

Marketing: Our marketing has proved useful when presenting and recruiting.

- International Student Information Guide- The guide is setup to provide general information about CCD and the Denver Metro Area to assist the prospective International Student in choosing the right institution for their educational needs.
- International Student Application & Registration Checklist- The checklist assists prospective International Student with step-by-step directions in applying to CCD. It also includes important tuition/fee information. Having this checklist allows opportunity to students without access to internet.

- International Student Club- This is a snapshot of our first annual International Student Open House in March 2013. Through continued growth and outreach, the officers and members are building a strong support system for their fellow peers. ISS also currently serves as club advisor.

Processing: Creating, maintaining and tracking data is one part of the process but processing also includes following established policies and regulations set by various systems – attention to detail is very important.

- Application Data- This represents student applications that have been pulled and pushed in our system. Data from Fall 2013 through Fall 2014 is complete but upcoming application data is fluid.
- Application Process- The internal application process is shown here.
- International Admissions 101- This document is a 2-page guide that ISS provides to the Advising departments regarding International Students. This has also been used in several 1:1 and group trainings.
- International Admissions Business Processes- Similar to a business plan, this document lists all the fine details within the admission of International Students to CCD.
- Intl Active Master- As the main spreadsheet for active and newly accepted International Students at CCD, this document is updated and maintained on a daily basis. It is the most up to date information on our current/new students.
- ISS Reports 2014- ISS staff report activity within their area on a weekly basis; the document is updated on a monthly basis.
- ISS Update- This is a copy of an email containing our gathered weekly reports, provided to the Dean of Enrollment Services.
- Visiting Students- Like the master list, this provides up-to-date information on International Students who are attending another institution full-time but have decided to take one or two additional courses at CCD. These students are not required to maintain status at CCD.

Student Success: A strong foundation, effective communication, solid support services and raw feedback from the students/staff provide student success rates.

- Alert Registration Holds- This is a copy of an email containing a reminder sent to students with holds. Our office regularly sends communication to International Students who have holds on their account, to ensure they maintain status.
- Communication Plan- ISS staff continues to follow the plan of communication to ensure all students are receiving important information about their status and/or other updates within the college.

- **Deadlines Reminder-** As registration deadlines approach, our office sends reminders to students who are not registered full-time (this is usually after many other reminders).
- **Fall 2014 Registered-** After the semester begins, all registered students will receive a 'check-in' email with brief F1 requirements (I-20, academic, etc.) and reminders that they have resources at CCD (tutoring, our office, advising).
- **International Student Orientation-** The entire Orientation goes over contact information for ISS and advising, campus safety, resources and parking, important dates and deadlines, immigration documents and requirements, transferring options, culture shock and adjustment and introduction to the International Student Club.
- **Last Day to Register-** Email is sent to remind students' of their last day to register, including F1 regulations.
- **Makeup Orientation-** Reminders sent to students whom miss mandatory orientation saying they will be required to attend a makeup orientation or a hold will be placed on their account.
- **Student Success & Retention-** ISS and Advising are meeting to discuss retention and student success for current international students. Advising and ISS will meet once a semester to work on thoughts and ideas as well as collaborating throughout the semester.
- **Survey Monkey Questions-** These are questions that will assist in measuring student success through raw data from faculty, staff and current as well as alumni CCD students.
- **Transfer Fair-** CCD collaborates with the Transfer Success Center to assist students in successfully transferring to a 4-year University. ISS has attended two sessions already in 2014 and is scheduled to attend another before 2015.
- **Transfer Out-** ISS uses transfer-out data (as well as graduation data) to measure student success rates. Although this number significantly affects the overall total students at CCD, we believe when we offer the best support services while the student is here at CCD that they can transfer to a 4-year school with the tools they have learned from CCD, it is a success.

2.1 The Community College of Denver requires new international students to take a placement exam to ensure that they are taking courses at their developmental levels. In addition, all international students must provide proof of English proficiency prior to final acceptance. Students are provided with support services from the ISS office, Advising as well as other departments throughout their educational journey at CCD. Student's grades and GPA are monitored on a regular basis. The STEAR alert system allows a link between the professors and ISS to monitor specific course issues. Survey's to be sent yearly to measure raw feedback from students, faculty and staff. International students who successfully complete their education plan at CCD have direct paths to partnered Universities in Denver (and beyond). Students also have the option to obtain a position within partnered companies, creating opportunities to expand their job experiences in the U.S.

- 2.2 ISS consist of College Opportunity & Student Outreach and Admissions, Registration & Records. We work regularly with the Welcome Center for Orientation and meeting setup, the Academic Advising Center on student success and retention as well as the Transfer Success Center to offer the best options for continuing education. Our students and staff work with the Cashier's office (application fee, tuition payment), the Testing Center (assessment test, course makeup tests), the Tutoring Labs (assistance with course material) and the Computer Labs (completion of course assignments). Collaborations to support the international student population at CCD have also been through our CCD foundation (scholarship) and Confucius Institute/Student Life/The Learning Center (cultural workshops). ISS understands the importance of professor-student interactions and would like to create links between the faculty and the ISS office through incorporating more faculties in the planning and implementation of future support services for international students.
- 2.3 Through collaborations with the other departments in CCD, ISS is able to create more services and better assess the outcomes. Meetings every semester with the Advising offices create an open line of communication for updates in processing/policy as well as any ideas for change. Early Alerts are reported by the instructors for students who are in need of some guidance, are falling behind on work or even missing too many classes. ISS and Advising work together on retention of these students by contacting them by email, phone, text and mail. There has been over a 25% success rate with this type of collaboration and outreach in the first semester. Additionally, Advising has established a new policy to request all new/incoming students to visit their advisor three times in the first semester. The intention is to create a strong foundation for international students within their first semester, to carry on throughout their education at CCD. ISS continuously checks student registration on a weekly basis, to be reported bi-weekly. Emails are sent to target students who are not maintaining status or might fall within that realm soon. Email blasts are sent to all students on a regular basis to alert them of upcoming events, deadlines or other important items. Also, ISS works directly with students who are part of the International Student Club to assist in college policies, event planning and setup as well as general guidance to help them be successful in all areas.
- 2.4 ISS was developed to meet the needs of the International Student at CCD. As the student population changes, so will the department services. The Designated School Officials (DSO's) on Auraria work closely together to assist all students on campus. A DSO meeting is held between all active DSO's on Auraria Campus, at least once a semester. Smaller committees to serve specific needs of the International Student are formed from the DSO's from each institution. ISS meetings are held bi-weekly for updates and new policy overview. Meetings are also held between other CCD departments and the ISS team for consistent collaboration and updates. The connections and communication made throughout these meetings assists in working towards the same goal – to create a welcoming and functional International Office to better serve the unique International student needs. International students may request documentation and/or an appointment when the ISS team is unavailable. Walk-in hours are set per semester and are at least 4-days a week for 5-hours per day. Emergency requests are expedited within 24-hours and non-emergency requests are processed in the standard 3-5 business days. Communication with students may be through email, text, phone call, U.S./International mail or by appointment/walk-in hours. A survey is sent to all CCD

International student alumni, current and new students to request the best way to contact them as well verifying that the walk-in hours that semester meet the needs of the students. International students are encouraged to invite their domestic friends to attend any International student event. Events are optional and usually collaborated with the International Student Club. The Club consists of domestic students studying International relations, non-documented students and International students. The club's officers and members change frequently because we are only a two-year institution. Regular club meetings and ISS advisors assist in keeping it together and active.

- 2.5 Immigration does not permit International students to take more than one course (3 or more credits) online per required semester (Fall and Spring). All International students must be taking the majority of their classes on campus; therefore, they have access to all services provided by CCD. This includes but is not limited to the advising center, tutoring center, honors programs, math and writing labs, career development center, alumni association, center for special programs, scholarship services and the transfer success center. Other shared resources are provided to all three institutions on campus include parking services, campus bookstore, student union, recreation center, library, health center, performing arts center and the early learning center. Services provided to International students may also include access to support for GLBT, disability, violence or other counseling needs as well as police access. In addition to campus tutoring labs, online tutoring is offered to students who are currently registered for online classes. Online professors are available mostly through email but some do offer 1:1 office hours on campus or via telephone to address specific questions related to course material, the syllabus as well as assignment requirements. The ISS office is always available through telephone or email, if not reached during walk-in hours. Most of the International students choose to communicate with the ISS office electronically.
- 2.7 ISS's promise is to continue services that assist the International student population in every area of need. CCD has four DSO's who are approved to meet with students on their F1 Immigration status, two of which are dedicated to students on a daily basis. DSO's provide immigration-related guidance, employment authorization and assist with general questions regarding health insurance suggestions, financial requirements, application process, full-time status, etc. DSO's act as the International student's advocate for inter-institutional needs as well as assistance communicating needs or explaining situations to sponsors and/or other outside entities. Language assistance is provided for prospective students, as needed; however, all CCD International students must have proof of English proficiency prior to final acceptance. Personal and cultural concerns are first addressed and evaluated within ISS but if the situation is beyond F1 regulations or CCD policy, student may be referred to an outside source which may include legal advice for additional guidance. DSO's are continually trained to address immigration-related issues and adhere to other government and institutional policies as well. They are responsible to effectively communicate these policies to International students, CCD staff and the community. ISS and collaborating departments create and implement policies that assist the development, interaction and understanding for all new/incoming International students for adjustment into College-level and U.S. higher education. A New International Student Orientation provides students a foundation for all incoming students.

After our recruitment efforts, a thorough application and acceptance is complete for qualified prospective International students. Advising assists International students with enrollment and retention. Checking-in with students before they leave the country and when they return consists of checking immigration status, ensuring all documentation is valid, then following up with student's upon their safe arrive home and safe return to school. Recommendations may be given to students whom are requesting assistance with scholarships, transferring-out, getting housing, and/or other academic advocacy. CCD's testing center does a wonderful job at evaluating and placing International students according to their developmental levels. Before completing the required Accuplacer, they will meet with their Academic Advisor and study with a tutor in one of our labs. The collaboration with all departments with CCD is strengthening to better serve and creates a direct path for International student success. With access to a student-run International club, CCD's International students have an outlet outside of the staff to make them feel at home. Finally, ISS is currently in the process of working with the Teaching Learning Center at CCD to facilitate learning opportunities for professional development among staff. More specifically, to bring better understanding and acceptance to International students as well as the widening diversity that is already on campus today. In addition, ISS was recently accepted to present at the campus-wide Higher Education Diversity Summit. Through multiple collaborations and presentations, ISS intends to Internationalize CCD as a whole.

A. The primary elements of ISS:

- I. Recruit prospective students to apply and attend CCD
- II. Communicate with contracted English Schools in the area for recruiting purposes
- III. Process final acceptances for new students each semester
- IV. Present basic CCD policies and immigration policies to all new/incoming students at New Student Orientation
- V. Maintain current and new student files
- VI. Assist new student inquiries about CCD
- VII. Assist current student inquiries about immigration requirements as well as CCD policies
- VIII. Report student status updates to immigration and the CCD Registrar for further action
- IX. Collaborate with inter-institutional departments to assess and provide better services to the student population, to create a support system for students who are struggling, and also to assist with retention efforts
- X. Inform students and staff at CCD on new/updated processing and policies
- XI. Advocacy for the International student at all times with sponsors, other CCD staff/programs, and any other entities
- XII. Process documentation requests for prior, current or new students
- XIII. Assist students with successful transfer-out or graduation

B. Evidence that confirms contributions to student learning and development:

- I. New International Student Orientation
- II. Inter-institutional Collaborations
- III. ISS Report 2014
- IV. Other institutional contracts
- V. Cultural events

C. Evidence that confirms achievement of program goals:

- XIV. ISS availability
- XV. ISS collaborations
- XVI. ISS outreach

Part 3: Organization and Leadership

International Admission Services is consists of College Opportunity & Student Outreach (COSO), and Admissions, Registration & Records (ARR). The International Student Services (ISS) processing team reports to the Registrar in ARR office, and the International recruiter report to the Assistant Director of Student Outreach (COSO).

3.1 As stated, ISS mission is to facilitate international students' admittance to the Community College of Denver, and to provide services necessary to meet the special needs of international students.

- ISS goals are as followed:
 - Ensure that CCD is compliance with immigration regulations regarding international students and scholars and facilitate the legal entry and transition of foreign students and scholars.
 - Advocate on behalf of the foreign students attending CCD and to SEVIS/DHS to ensure that they are afforded every opportunity to complete their educational objectives.

ISS Goals are to foster student and scholar success, provide quality services, -promote international education, and invest in staff and resource development.

- Increase overall enrollment
- Improve graduation rates and degree completion times
- Enhance diversity by attracting more students, faculty and staff from underrepresented groups
- Establish and market a quality reputation for CCD
- Expand outreach through distance education and partnerships with other institutions

- Promote environmental sustainability
- Grow public support and the endowment through enhanced relationships with constituents
- International Services currently have our policies and procedures store in our International Admissions Business Processes.
- All current written performance requirements are stated on our employee’s job descriptions.
- ISS is currently split into two different departments who are also reported to the Dean of Enrollment Services.

Admissions, Registration & Records

1. Lori Kester – Dean of Enrollment Services
2. Tan Bui – Registrar (who reports to Dean of Enrollment Services)
3. Nu Tran – Manager of International Admissions (Report to the Registrar)
4. Aubrey Winbigler – International Specialist (Report to Manager of International Admissions)

College Opportunity & Student Outreach

1. Lori Kester – Dean of Enrollment Services
2. Nahum Kisner – Director College Opportunity and Student Outreach (COSO)(Report to Dean of Enrollment Services)
3. Andrew Garcia – Assistant Director Student Outreach (Report to Director of COSO)
4. Dat Bui – International Recruiter (Report to Assistant Director Student Outreach)

3.2 ISPS strategic plan promote and enhance international admission activities by: Initiating and developing policy recommendations concerning international issues, providing guidance and oversight in the development and administration of international programs, external partnerships, provide support to international students, faculty, and staff, and promoting other activities that support the internationalization here at the Community College of Denver.

- ISS is actively involved in creating, prioritizing, and building relationships with educational and other organizations from which we receive students. Priorities are established through strategic planning and the identification of goals and objectives at the college and program levels. Partnerships generally arise out of an identified need and are structured to contribute to the success of the College.
- Goal is to establish criteria for engaging in international activities and developing cooperation agreements with international partners here at CCD, language schools, and CU Denver.

- ISS review and evaluate multiple sources in order to determine the stature of the potential partner and how that institution will compliment ISS mission, academic strengths, and vision.
- Partnership should be mutually beneficial; ISS look at some of the other colleges and universities that present excellent opportunities for collaboration.
- Recently approved international partnership agreements with local language schools, and the University of Colorado at Denver have help strengthen CCD goals and growth in the International Admission.
- ISS will be collaborating with staffs and faculty to be more engage in international collaborative activities.

3.3 In providing supervision, ISPS leader offer support on office functions and activities. Support the department mission and help to provide training and resources for staff members. ISPS leader work to promote meaningful interaction between students, faculty and staff.

- By organizing cultural enriching opportunities for everyone on campus.
- Advise students, staff and faculty on immigration, cultural, financial, academic and personal concerns.
- Compiles feedback from current students, alumni, and faculty & staff for better understanding of the department visions.
- Meet with academic advisors each semester to discuss issues regarding international students.

3.4 Manager of ISPS always need to ensure that quality of the educational programs are provided to students and is a liaison in communicating and collaborating with staff, faculty, students, and other constituents of the college.

- Manager of ISPS also participates in budget development for the program, and works collaboratively with other departments, and office to provide effective support for students.
 - Promote collaboration by encouraging and coordinating efforts that impact students, such as diversity, assessment, and building stronger partnership with language schools.
 - Support values, missions, and policies of the Community College of Denver
 - Provide leadership in building alliances with partners.
 - Core value of ISS is;
 - Integrity
 - Excellence
 - Professionalism

- Compassion
 - Appreciation
 - Respect
 - Empowerment
- ISS planning, allocating, and monitor the use of fiscal by:
 - Be able to produce a work plan for our area of responsibility. This includes:
 - SMART goals and objectives to be achieved
 - Timelines for completion of whole plan and milestones
 - Roles and responsibilities
 - Requirement for specialist skills
 - Resources: Team, training, financial, accommodation, IT, etc...
 - Be able to monitor the progress and quality of work in own area of responsibility and provide feedback. This includes:
 - How to observe activity
 - Methods of exception reporting
 - Data must be openly available for measurement and staff is aware of this.
 - Appropriate form of measures: financial, output, impact, reaction of other external to the team, time.
 - Be able to review and amend plans of work for own area of responsibility and communicate changes.
 - The importance of timely comparison of actual results of monitoring and evaluation against the goals and deadlines within the plan.
 - How to adjust work plan to incorporate outcome of the monitoring process.
 - How to resolve other any conflict between team members and resolve them using appropriate methods such as: clarification of goals and objectives, resource, group activities, etc...
 - In order for us to use our current and valid evidence to inform our decision is that we have to demonstrate that we have met all of the stated learning outcomes, the assessment criteria and all aspects of the knowledge, understanding and skills.
 - CCD ISS will use sustainability in:
 - Developing a system to plan and implement improvement initiatives
 - Measuring results of actions taken
 - Communicating successes

- Continually reviewing and improving the program

In order for this to be done, we will need to take initiatives in the following;

- Identify specific concerns and issues upfront to ensure that activities are conducted as thoroughly, efficiently, and effectively as possible.
 - Identify functional areas to be visited during the audit and contacts at each area of concerns.
 - Provide enough information so that ISS can:
 1. When appropriate, incorporate environmental aspects into the decision-making process
- For any student, the motivation and ability to interact depends on a number of factors. A student with cognitive, sensory or physical disabilities faces barriers to interaction that require special supports. The effective use of assistive technology can be the key to overcoming barriers that are beyond a student's control. When assistive technology is functionally integrated into the classroom, a student's motivation can be fully realized and he or she can be challenged by the curriculum in a positive way.
 - ISS staffs are knowledgeable about the codes of laws relevant to International Student Services by attending International Services training with National Association of International Educators (NAFSA) annually. At NAFSA, staffs are trained on immigration basics to share with academic advisers who often need to be aware of certain unique advising needs of international students. By attending NAFSA, our institution will benefit by:
 - Identify current goals and initiatives of our department facing right now.
 - Enhance CCD staff with leadership skills
 - Potential risks involve the thoughtful development, implementation, and monitoring of appropriate risk response strategies. ISS defines risk planning as the detailed formulation of a plan of action for the management risk. It is our process to do the following:
 - Develop and document an organized, comprehensive, and interactive risk management strategy.
 - Determine the methods to be used to execute our risk management strategy.
 - Plan for adequate resources.
- 3.5 ISS philosophy is the notion that every student can learn. Each individual is a unique person and must be treated as such. Our staffs will attempt to treat each student with dignity and respect.
- Students receive notification of changes through their assign student email on:
 - Registration dates/deadline

- Last day to drop/withdrawn from classes
 - Expiration on financial guaranteed
 - Upcoming events and activities
 - Reminder before they travel
 - Missing information on their files
 - STEAR Early Alert
 - Immigration status
- ISS advocates promoting international students right. We try our best to implement USCIS/SEVIS laws and regulations as well as CCD policy and procedures.
 - CCD International Strategic Plan incorporates and integrates the goals, objectives and commitments of ISS. ISS strategic centers on the planning, development, and implementation on communications, technologies, standards and procedures that support an overall system that is operationally driven and technologically enhanced.
 - ISS believe we are effective in building collaborations, we do recognize that there is room for improvement. Through the strategic planning process we identified the need to strengthen our collaborative relationships and to build on the success the College has already experienced. One objective in the plan is to improve collaboration processes to streamline efforts and reduce duplications.
 - A related strategy is to develop a collaboration team that will work across campus to centralize efforts. This strategy will improve efficiency and raise levels of awareness of our many collaborative efforts. Another strategy is to increase the efficiency of our workforce. This strategy encourages streamlined work functions and more collaboration and cross-training among departments.
 - With a focus on collaboration identified in our new strategic plan, ISS should make more progress and improvement in this area that is so important to the college.
- 3.6 ISPS leader serve as the resource for changes within the college, immigration change/updates and provide support to staffs in professional developments.
- ISS staffs are committed to the principles of honesty and equity and are aware of the judgments that are dispassionate, fair, consistent and equitable. We will do our best to demonstrate a commitment of excellence in education and without compromise to the principles of ethical behavior as well as institutional citizenship.

The following statements of responsibilities are intended as guidelines:

- To provide and protect student access to the educational resources of the community college.
 - To foster openness by encouraging and maintaining two-way communication.
 - To provide opportunities for professional growth.
 - To act in the best interest of our students.
- ISS assign our International Admissions Specialist to be trained on updating:
 - CCD ISS website for changes/updates

ISS international recruiter has been assign to:

- Tracking and checking CCD International Facebook, Twitter, etc...

3.7 ISS leader has work very closely to ensure that staff members understand their responsibilities about the laws and offer the appropriate training to ensure their understanding.

- Updating student records in SEVIS
- CCD ODS Banner system
- USCIS policy and requirements
- Federal laws regarding Family Educational Rights & Privacy Act (FERPA)

A. In what ways are program leaders qualified for their roles?

Job descriptions specified that the Manager of International Admissions will assist in securing resources to support, retain, and attract foreign students. This position will participate in the development, implementation, and management of policies and procedures related to enrollment of nonimmigrant students and their dependents. Under modest supervision, this position provides guidance for planning and operations of international admissions which include staff management as well as the management of services for international students. The Manager of International Admissions and Student Services will foster and maintain strong collaborative relationships with key stakeholders, college partners on the Auraria Campus and around the Denver Metropolitan area, as well as third-party recruiting agencies, both in the U.S and abroad.

B. In what ways are the program leaders positioned and empowered to accomplish the program mission?

Program leaders encourage staff members to seek professional development, goal setting criteria for ISS based on the program mission and accomplishments. Program leaders also listen to staff ideas and help with implementation.

C. How are the program leaders accountable for their performance?

Program leaders are responsible for their goals and objectives, departmental goals and objectives, as well as the divisional goals and objectives. These are laid out through the performance management system.

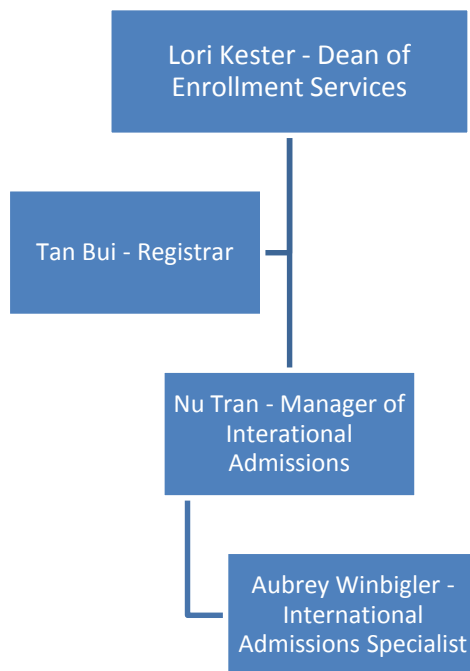
D. What leadership practices best describe program leaders?

1. Leadership creates standards of excellence and then set an example for others to follow.
2. A good leader envisions the future, creating an ideal and unique image of what the department can become.
3. They experiment and take risks.
4. Recognize contributions that individual make, make staff

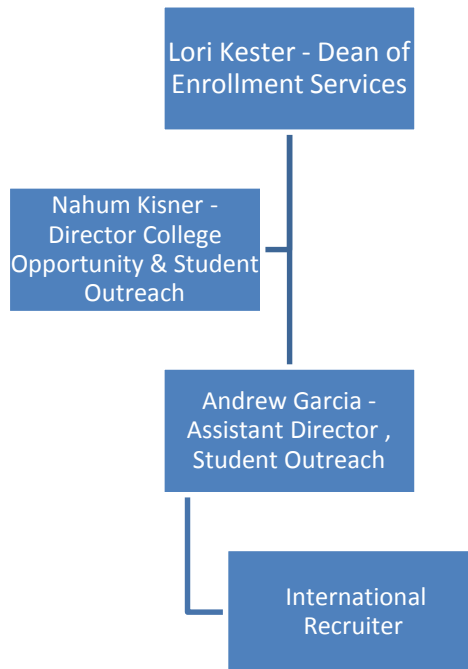
Part 4: Human Resources

CCD International Student Services (ISS) once was a one person department until the Dean of Enrollment Services decides to create some changes. Through those changes, ISS is now a team of 3 staff members: Manager of International Admissions, International Admissions Specialist, and International Recruiter. ISS (Manager of International Admissions and International Admissions Specialist) is reporting to the Registrar from the Admissions, Registration & Records Office who is reporting to the Dean of Enrollment Services. ISS International Recruiter is reporting to the Assistant Director of Recruitment from College Opportunity & Student Outreach (COSO) who is reporting to the Director of COSO and who is also reporting to the Dean of Enrollment Services.

Admissions, Registration & Records



College Opportunity & Student Outreach



- 4.1 In regards to the qualification, the job descriptions of personnel have continued to evolve and changes over the year. Each ISS staff members have met all qualification and requirement to be employed in ISS at the Community College of Denver.
- 4.2 CCD Human Resources has clear procedures in place for full-time staff selection, training and evaluation. The main requirements are that positions have written job description, be posted, have a committee reviewed and scored matrix, interviews, and selections. Final hires are contingent upon successful background checks. All staff must have a full understanding of:
- SEVIS requirements
 - USCIS law and regulations
 - Federal laws regarding Family Educational Rights & Privacy Act (FERPA)

Staffs are required to be evaluated by the supervisor of whom they reported.

- Performance standards and expectation are based on an up-to-date position description, clearly communicated to employees at the time of appointment to their position and as they change thereafter. ISS employee also receives adequate training necessary to effectively perform the duties and responsibilities of their position.
- Employee set of expectations upon performance includes:

- Evaluation Ratings
 - Developing Performance Standards/Expectations and Setting Goals
 - Completing and Submitting an Evaluation
 - Conducting an Annual Performance Review
 - Absence of an Evaluation
 - Substandard Evaluation
 - Alternate Rater
- An annual evaluation assesses performance for a one-year period. Two most common evaluation schedules are:
 - Midyear evaluation
 - End of year evaluation includes rating of employees performance

Performance rating for employees:

- Exemplary – performance far exceeds all standards/expectations.
 - Commendable – performance frequently exceeds standards/expectations.
 - Needs Improvement – performance does not consistently meet standards/expectations. Individual may still be learning the job and/or functions and requires additional time to develop.
- CCD ISS encourage staffs to seek professional developments available to help them improves on their job performance. Professional developments will help ISS to:
 - Improve program quality
 - Improve the quality of service delivered by our staffs to students
 - Increases the skill level and competencies of our staffs
 - Improve our staff performance

4.3 ISPS expectation for supervisor of full-time, part-time, and student worker are clearly set by the CCD Human Resources Department. Supervisors are also required to sign all documentation showing those employees have received and understand the job requirements handbook once per year.

- ISS has all employee up to date position description on file as well as in the Human Resource department.
- ISS currently doesn't have any hiring strategies for under-represented population. However, CCD in general has always encouraged employment of underrepresented populations.
- ISS is committed to develop a culturally diverse staff and student employment population. All students and staff at CCD have individual rights:
 - To be treated fairly by CCD including ISS as well as by each other; and
 - To study and work in an environment free from discrimination and harassment.

- CCD ISS tries our best to work accommodate employees working situation when needed. However, we still have to go by CCD policies and regulations regarding working accommodations for staffs/employees.
- ISS always have technical and support staff to help ISS staff members to perform well in our position as well as to accomplish CCD International Services visions and missions.

4.4 ISS Professional staff members hold an Associate or Bachelor Degrees and appropriate combination of educational credentials and related work experience. Below is professional staff's qualification.

- All ISS employees upon hired must hold a certain degree upon job duties:
 - Manager of International Admissions
 - Bachelor of Arts in Financial Management and Account
 - International Admissions Specialist
 - Associate of General Studies
 - International Recruiter
 - Bachelor of Arts in Environmental Science
- Principal functions of ISS requires all staff members to be knowledgeable of:
 - Advise and assist international students
 - Utilizes SEVIS electronic tracking system for as management tool for international students.
 - Manages international student admissions (forms, required paperwork, documentation, and regulations).
 - Complies with all regulation governing F-1 student visa.
 - Joins and participates in professional international student organizations (local, state, and national).
 - Utilize the College COGNOS BANNER system as a management tool for monitoring the status of international students.
 - Establishes and attains international requirement plan and goals
 - Establishes a comprehensive international marketing plan (international and external).
 - Participates in international recruitment efforts (fairs, career days, event, e-resources, etc.)

All specific job duties/descriptions are on files for reviewed.

Employment Expectations:

- Supervisor – ISPS supervisor are involved in the interviewing, hiring, and orientation processes for a new student employees.
 - Serve as department role models
 - Understand CCD and departmental policies and procedures for hiring and supervising students
 - Provide clear job expectations for student workers

- Implement orientation, training, and evaluation procedures for student employees
- Provide a working environment where students can learn transferable job skills
- Provide opportunities for leadership development of student employees
- Student – When a student is hired for a position at ISS, he/she becomes a member of a work unit that ISS will depend on.
 - Follow all CCD and departmental policies and procedures
 - Arrange work schedule with supervisor
 - Notify supervisor promptly if he/she will be late or unable to work
 - Dress appropriately for work
 - Take job duties and department role seriously
 - Refrain from conducting personal business while on the job
- ISS has a great understanding when working with international students with different background. We always try our best to be sensitive to students whose culture background is different than ours. Our goal is always make student feels welcome here on campus.
- ISS pay very close attention to interpersonal communication skills provided by our staffs to students. One of the things that we have developed and is kept on files at our workstations is a set of reminders on these types of topics. Some tips includes:
 - Focus on what is being said
 - Look for non-verbal cues such as eye contact, facial expressions or body postures
 - Listening is about the other, not you
 - Clarify and ask pointed questions to help us understand what is being said by the student

ISS feels that these are all important skills to have when meeting with international students whose English is a Second Language.

- As mention earlier ISS encourage staffs continuing with their professional development during each fiscal year (at least 5 professional developments per year). Our goals for this professional developments is to:
 - Ensure employees and therefore the department are up-to-date
 - Minimize the risk of professional errors
 - Provide evidence of professional competence of staff
 - Make the workplace more efficient
 - Motivate staff and improve staff retention

4.5 Currently CCD ISS doesn't have any intention to seek for an intern with specific degree and for credential enhancement.

4.6 CCD ISS as well as all employees work on the Federal work scheduling policies. All employees work schedules includes the basic 40 hours workweek, holidays, and flexible and compressed work schedules.

We try our best to plan on student/hourly work schedule. Plan includes:

- Hours and day the employee will work. 20 hours per week during the spring and fall semester, and summer is optional.

4.7 N/A CCD ISPS currently does not have an employee volunteers program.

4.8 ISS tries our best to train all employees on all up-to-date CCD policies and requirements as well as ISS SEVIS/USCIS law and requirements.

- All ISPS staff members receive specific training on customer services, how to deal or defused angry students, specific policies and guidelines have been set for all employee members. All ISPS employees are professional that have the responsibility for planning, organizing, directing, and attaining goals and objectives, and performing duties for the College under the organizational jurisdiction of Administrators. All employees are selected to fill the positions within the organization based on education, experience, training, interest, skills, and abilities.
- All CCD is trained on the Family Educational Rights and Privacy Act (FERPA) of 1974 as amended:
 - FERPA is a Federal Law
 - Protect the privacy of a student's educational records

Education records include:

- Handwriting, print, computer, etc.. that contain information directly related to the student and are maintained by CCD COGNOS Banner system.

All ISS are also train on the SEVIS reporting policies and requirements.

- CCD provides a robust and extensive learning environment for all CCD staffs, enabling them to seize the power of technology and to fully utilize the available resources to enrich the working environment services here at CCD.
- Each CCD faculty and staff Supervisor has the responsibility to:
 - Educate ourselves concerning CCD emergency procedures
 - Educate students and/ or employees concerning CCD emergency procedures, as well as evacuation procedures for each department/building and/or activity.
 - Inform student and/or staff on an emergency and initiate emergency procedures.

The Auraria Campus (shared with all three institutions on this campus) has a mass notification system that uses email, text messaging, and voice mail to notify the campus of threatening weather, or campus wide emergency. All staff and students are encouraged to register for the campus safety notification.

In the case of Campus Lockdown:

- A lock-down will be used to protect building occupants in the case of an emergency requiring residents of a building to stay safely sheltered where they are located once an emergency is identified and declared by the President, or appropriate delegate, unless there is a specific threat within the building that requires them to exit.
- All campus buildings will be locked to prevent entrance from the outside. Exit

from the buildings will still be possible by pushing the crash bars. Students and personnel should not exit the building unless the situation in the building requires escape.

A. In what ways are staff members qualifications examined?

Employee's annual performance will help each supervisor to:

- Make personnel decisions in a fair and equitable manner, and thus effectively refute unfounded charges of discrimination.
- Gain new information and ideas from staff.

Ultimately, this performance will help benefit ISS Department and the school as a whole:

- Reduction in overlap of job duties and inefficient, ineffective use of employee skills.
- A mechanism for identifying needed training programs.

B. In what ways are staff members' performance judged?

CCD annual performance reviews every April to determine staff qualification and ability to performance on the job. CCD Human Resources has a Performance Management process which has been continuously revised over the past 3 years. The main concept is that employees and supervisors work together to set up percentages and goals related to the employee's job description. Supervisor of all full-time Professional / Technical and Administrators were recently trained in this new form by CCD HR. CCD ISS does not have any classified staff or faculty members in its unit, but HR also has procedures for those employee groups.

Part 5: Ethics

CCD International Student Services (ISS) code of ethics includes;

1. Act in the best interest of the student, where that interest does not go counter to the best interest of the student body or of the college.
 2. Act expeditiously on matters requiring prompt consideration and communicate the decision to those who need to know in a timely manner.
 3. Periodically review the practices and policies of functional area for fairness, efficiency and effectiveness, always striving to improve programs, services and results.
 4. Maintain awareness of current best professional practices and incorporate those practices into the operations of the service area.
 5. Respect professional standards which guide ISS in relationships with students, faculty, staff and general community.
 6. Accept responsibility for individual decisions and professional actions.
- 5.1 ISS Staff members have been trained on all ethical code and model such behavior in the way he/she treated students and other staff/faculty members.

- 5.2 ISS Manager have bi-weekly meeting with ISS staffs for updates. Beside regular one on one meeting, full time staff members is also recommended to attend any professional developments that will enhance them in their job performance.
- 5.3 All full time staff members are trained during the mandatory Human Resources ELMO Training in BP 3070 State Board for Community Colleges and Occupational Education CCCS Code of Ethics.
- 5.4 ISS is aware that each student/staff has the right to be respected, be treated with dignity. All students and staffs information are highly protected here at CCD.
- All data, information and material relating to International Student Services, staff, whether in written, electronic or any other form will be kept confidential (in Banner, SEVIS). This also includes personal information of students and staff.
 - As mentioned earlier, the Federal Educational Rights and Privacy Act (FERPA) require constant updates to training by and referrals of any questions to the Registrar. Maintaining the privacy and confidentiality of records and communications is not just a legal requirement but an ethical one.

For e-mail communication, all staff attaches the following notice in their signature footers: "CONFIDENTIALITY NOTICE: The information contained in or attached to this transmission is intended solely for its authorized recipient and may be confidential. If you are not the intended recipient, or responsible for delivering some or all of this information to the intended recipient, you have received this transmission in error and are hereby notified that you are strictly prohibited from reading, copying, printing, distributing, or disclosing any of the information contained herein. If you have received this communication in error, immediately notify the sender and delete or properly destroy this transmission, including attachments."

- While it is important to make every effort to protect student confidentiality particularly in situations in which student anonymity cannot be kept there are certain exceptions where staff members can or should be share confidential information with certain parties. One such exception may occur when staff members are working with a student and are unsure about how to proceed. For example, if a student is having difficulty with a faculty member based on his or her disability, it would be appropriate to discuss the issue with disability services. In this situation, it is appropriate to consult a colleague with relevant experience in dealing with the issue.
- Employees who have an actual or potential conflict of interest in performing their duties in ISS have an obligation to disclose the conflict in writing in a timely fashion, so that CCD HR department can determine how best to manage the conflict. ISS management team is mindful to the conflict so that we can work better with our staff in a professional and fair way in performing their duties at all time.

- ISS staffs have been trained to treat each and every student with fairness and respect. And it's also our goals to make students feels welcome upon applying, arriving, as well as studying here at CCD.
- Manager of ISS have the responsibility to oversee the department funding. All ISS funding comes directly from the school.
- International students, like all non-immigrants, are subject to immigration laws that do not apply to citizens and permanent residents. These laws regulate non-immigrant's entry to the U.S., the conditions under which they may remain in the country and re-enter after traveling abroad, and eligibility for such immigration benefits as employment or change of status. Some basic rights includes:
 - Students have the right to free inquiry, expression, and association.
 - Student should be free from discrimination and harassment based on race, sex, and sexual orientation, age, color, national origin, religion, disability, marital status, or family status.
 - Student should be secure in their persons, living quarters, papers, and effects.
- ISS staffs are ensured that privacy and confidentiality are maintained with respect to all communications and records to the extent that such records are protected under the law and appropriate statements of ethical practice. Unethical behaviors are intolerable at CCD.
- Scholar integrity is an important matter at CCD, any violation of the Student code is considered a serious matter, certain violations are considered to be an especially serious nature. Academic violations consist of the following categories:
 - Cheating
 - Plagiarism
 - Falsification

5.5 CCD has a high reputation for having high ethical standards. As a member of the college faculty, staff can take pride in CCD reputation for doing things right and for doing the right things. This is important because we, as public servants, are accountable to the people who have rightfully high expectations for our behavior and service standards.

- ISS also believe that each staff member also has the responsibility to develop his/her own professional skills, knowledge, and performance to keep abreast of changes in the field of specialty. We tried our best to train our staffs to be more aware of the ethical obligation and limitations emanating from the codes and laws from licensure requirements.

- Avoiding conflict of interest in order to achieve sound, unbiased is his vested interest in our daily job function. It is our goal of interest to hopefully create a system in which decisions are made in an ethical manner while free of conflict and individual bias.
- CCD has resource for staff to refer students to the appropriate department when in issue occurs. All forms are available on our www.ccd.edu website.

5.6 ISS currently does not have any promotional and descriptive. All information is posted on our www.ccd.edu website.

5.7 All CCD staff member have our own login access for all computer technology here at CCD. All CCD communication with students is directly through our students assign email account.

A. What ethical principles, standards, statements, or codes guide the program and its staff members?

ISS follow by the practice for the Federal Educational Rights and Privacy Act (FERPA).

B. What is the program's strategy for managing student and staff member confidentiality and privacy issues?

The Federal Educational Rights and Privacy Act (FERPA) require constant updates to training by and referrals of any questions to the Registrar. For e-mail communication, all staff attaches confidentiality notices in their signature footers. Our IT department also trains and regulates the saving of data that includes confidential information so that it is located on virtual drives. In the case that a computer is physically stolen, confidential information has not been physically stolen along with the hardware.

C. How are ethical dilemmas and conflicts of interest managed?

ISS staff members take on many roles within students issues. These roles may have different professional expectations and norms about what constitutes ethical behavior.

D. In what ways are staff members informed and supervised regarding ethical conducts?

ISS staffs are trained on the ethical code and models such behavior in the way he/she treats customers and staff. Staffs are trained during the mandatory Human Resources ELMO Training in BP 3-70 State Board for Community Colleges and Occupational Education CCCS Code of Ethic

Part 6: Law, Policy and Governance

ISPS Student and Services is the office which bears the overall institutional responsibility for international students once they are admitted to the Community College of Denver (CCD). International students and scholars with questions concerning their legal status or the other issues pertinent to their stay at CCD can come to the office of ISS. Our office goal is to do whatever we can to answer questions and help with a smooth transition into an American college and/or university life.

6.1 ISS provides immigration advising for students and scholars at the Community College of Denver. ISS also assist with cultural adjustment issues during their stay in the US. In order for international students to be accepted to CCD, our staff also follows by these guidelines.

Admissions responsibilities include:

- Analyze qualifications of prospective students utilizing established CCD admissions standards, guidelines and criteria.
- Ensure completion of students' admissions files.
- Create and update student files, check admission documents, and determine admissibility of prospective students to CCD.
- Correspond with prospective students, applicants, CCD Alumni, Advising and others seeking information on admissions standards, academic and non-academic programs.
- Represent CCD while participating in student recruitment events.
- Answer daily admission inquiries by email, phone, and in person.
- Complete initial registration process in school Banner and SEVIS system.

CCD HR department also covers multiple things in the mandatory Employment Learning Mentoring Orientation (ELMO).

- Federal laws regarding Family Educational Rights & Privacy Act (FERPA).
 - Colorado Community College Employees (Title VII) and Students (Title IX) Affirmative-Action/Anti-Discrimination are covered in the Human Resource department. Further discussion and additional trainings of the direct applicability of FERPA regulations to CCD are discussed during the training in regard to maintain student contact card and application confidentiality. The Center for Enrollment Services/ ISS offer additional larger group trainings on appropriate topics for recruiters along with other staff.
- ISS tries our best to help inform international students to be responsible for complying with U.S. immigration laws and regulations. International students with F-1 Visa must maintain their legal status in the United States by keeping their information updated with the U.S. Department of Homeland Security (DHS) and the U.S. Department of State (DOS) through the Student Exchange and Visitor Information System (SEVIS).
 - All staff members and appropriate official are inform about the changes in policy and regulations through all email communication. SEVIS also provide a user manual available online at the following website: http://www.ice.gov/doclib/sevis/pdf/School_UM_Vol2.pdf
 - All written policies and procedures are available at <http://www.ice.gov/sevis> . A number of rules outline the requirements and procedures for SEVIS. They are:
 - 67 FR 34862 (May 16, 2002, proposed rule for implementing SEVIS)
 - 67 FR 44343 (July 1, 2002, interim rule for schools to apply for preliminary enrollment in SEVIS)
 - 67 FR 60107 (September 25, 2002, interim rule for certification of schools applying for enrollment in SEVIS)
 - 67 FR 76256 (December 11, 2002, final DHS rule implementing SEVIS)
 - 67 FR 76307 (December 12, 2002, DOS interim final rule implementing SEVIS)

- 69 FR 39814 (July 1, 2004, Authorizing Collection of the Fee Levied on F, J and M Nonimmigrant Classifications Under Public Law 104– 208)
- 73 FR 55683 (September 26,2008, Adjusting Program Fees and Establishing Procedures for Out-of-Cycle Review and Recertification of Schools Certified by the Student and Exchange Visitor Program to Enroll F and/or M Nonimmigrant Students)
- ISS tries to do a review of all of our policies and procedures annually. Also by attending NAFSA: Association of International Educators, we are kept up to date with all incoming policies and procedures for USCIS, DHS, as well as SEVIS. Also, CCD as a whole review on all policies and regulation on an annual basis as well.
- Each of the CCD department will have our own Emergencies and preparedness guidelines available for all staff to review. Management team will go over the procedures on an annual basis so that staffs are aware of any changes that may occur.
- All procedures to disseminate timely and accurate information to students, and other community members are available at our www.ccd.edu for students and other community members to review in emergency cases.
- All materials and instruments uses by CCD or ISS department have copyright permissions to do so. All available at our Creative Services Department when materials are being printed to be handed out to students or other community members.
- All SEVIS manual, training articles are purchase directly through SEVIS or NAFSA only.
- CCD takes it very seriously when it comes to plagiarism. We have also worked hard to inform our students on the serious matter of that as well. There is no one correct way to cite material discovered in Digital Collections and Archives, but we can help to provide some tips along with examples in common citation styles for our staffs and students to be aware of as well.

6.2 ISS staff members are aware of the importance in providing our students and other staffs faculty members on the important and up to date policy and procedures therefore we take initiative on ourselves to attend more training, conferences, to better serve our school.

- ISS staff members are well versed in and remain current on immigration laws and regulation.

International Student Services responsibilities include:

- Maintain F-1 visa related administrative work.
- Provide guidance to students regarding F-1 student status procedures and policies.
- Issuance of student I-20's.
- Update student information in CCD Banner database and in the SEVIS database, as well as, update the corresponding internal reports and systems ensuring all necessary documentation is received.
- Educate students on the process of reinstatement, update the corresponding internal reports and systems, and collect all necessary documentation.

- Research immigration relations and ensure ISS Office is following current procedures and aware of all changes.

Primary information reported on all students includes:

- Students arrival at CCD for the first time, have enrolled in a full course of study, and their current physical address.
 - Completed their program of studies.
 - Each SEVIS update done to request an immigration benefit such as an extension of stay, a transfer, employment, practical training, a reduced course load, a change of level of study, the addition of dependents, etc.
 - Any student who has failed to maintain status or complete his or her program.
 - A change of the student or dependent's legal name, U.S. address.
 - Any disciplinary action taken by the school against the student as a result of the student being convicted of a crime.
 - Any other notification request made by SEVIS or by DHS with respect to the current status of the student.
- ISS send out any updates or changes on the rights and responsibilities to students on a weekly basis. Once an email has been sent, we will follow up with the same information to be mailed to the student home address as well. Therefore, we always ask our students to inform us on all address changes so that we can report those changes to the Student Exchange Visitor Information System (SEVIS) as well.
 - International Services use reasonable strategies to best inform our department practices. We always try our best to limit the liability exposure of the institution, employees, and staffs.
 - CCD policies regarding risk management, personal liabilities, and all related insurance coverage all goes through our Colorado Community College System (CCCS) office. All related information goes directly through our Human Resource Office.
 - All staffs have been trained on Harassment policies, anything related will go through our director of our Human Resource Office. CCD cares deeply about the interest of all employees and services are available upon request.
 - All ISS staff are up to date with all external and internal governance that affect our program and services.

6.3 Legal advice for ISS is available through the Colorado Community College System Office of Legal Counsels through the Director of Human Resources.

A. What are the crucial legal, policy and governance issues faced by the program?

Crucial legal, policy, and governance faced by the program is the SEVIS reporting and updated of students data in our school Banner system. Crucial part of this is contacting students to provide the correct information to be reported to SEVIS/DHS as well as CCD student records in Banner.

B. How are staff members instructed, advised, or assisted with legal, policy and governance concerns?

Staff member can contact CCD Legal Services through our Colorado Community College System Office of Legal Counsel for any policy and governance concerns.

C. How are staff members informed about internal and external governance systems?

Staff members are informed by our Enrollment Service annual training and also attending the NAFSA annual conference.

Part 7: Diversity, Equity and Access

ISPS Student and Services has a proud tradition of enrolling international students representing more than 41 countries. CCD is proud to showcase its comprehensive academic programs here at CCD. Students from around the globe from all ethnic and cultural backgrounds are welcome to our Auraria campus.

- CCD creates a welcoming environment to all students on here on the Auraria campus. CCD serves to eliminate discrimination, and exclusion based on race, ethnicity, gender, gender identity, and sexual orientation, age, socioeconomic status, disability, religion, national origin.
 - CCD Diversity focuses on building community through climate of inclusiveness with principles of mutual respect, fairness and social justice that is conducive for everyone to develop his/her fullest potential.
 - It is the responsibility of each employee of the College to report any suspected violation of on the Auraria Campus. Every suspected violation of Sexual Harassment including sexual assault or misconduct, must be reported directly to our Student Conduct Office for students and to Human Resources Office if it's in regards to our staff/faculty.
- 7.2 CCD is committed to enforcing a Non-Discrimination and Anti-Harassment Policy and Complaint Procedures at all levels in order to create an environment free from discrimination, harassment, retaliation and/or sexual assault.
- 7.3 ISPS office collaborates with different departments to incorporate Multicultural Affairs into all aspects of new student orientation and Student Services as well.
- Develops and implements trainings and workshops that foster multicultural awareness and cross-cultural sensitivity including those that are part of the International Student Services efforts.
 - ISPS provide an inclusive, respectful, and inviting learning and working environments at CCD;
 - Community connections that expand knowledge, networking, and resources.

- Collaboration by representing a voice of diversity and inclusion on campus committees.
- Innovates ideas and publicity that promote the value of diversity.
- CCD ISPS Strategic Planning work hard in keeping the promise to promote student intellectual advancement;
 - Support participants in realizing their full potential
 - Offer self-awareness and multicultural learning events
 - Facilitate a campus-wide climate conducive to student success
 - Collaborate with other campus offices to support positive outcomes for students.
- CCD ISPS has a commitment to diversity means understanding that each individual is unique and appreciating our differences in an environment that supports individual and collective achievement. These differences can include, but are not limited to; race, ethnicity, gender and gender expression, sexual orientation, socio-economic status, geographic background; national origin, culture, age, mental, cognitive, and physical abilities, religious beliefs, and political beliefs.
- CCD offers equal educational opportunities and reasonable accommodation for qualified students with disabilities. Student and Employee Accessibility Services offer a range of services and accommodations to assist students upon request.
- CCD offers online classes for international students who wanted to take visiting classes at CCD. Student can access courses through the web from a computer as they work toward their certificate and or degree. Accessibility Services is also available upon students request.

7.4 CCD currently does not work with any host country in regards to international students.

7.5 ISPS tries our best to balance the student wants, needs to meet CCD requirements as well as to maintain and balance CCD policies and procedures.

7.6 As number of international students rise at CCD as well as the Auraria Campus, there are also increasing concerns as to how well international students are being treated. At the same time, international students may not always be interested in initiating contact. Our staff in the International student Services tries our best to work with students as well as with staffs & faculties to help raise awareness to students cross-cultural sensitivity and concerns. I think that sometimes we underestimate that pressure, and apply a different kind of meaning to the experience that we perceive a student is having.

A. How does the program ensure non-discriminatory, fair, and equitable treatment to all constituents?

By training employees on Federal, State regulations regarding equal opportunity, affirmative action, etc...

B. What policies and/or practices are in place to address imbalances in participation among selected categories of students and imbalances, in staffing patterns among selected categories of program staff members?

ISS staff members have been attending several training offer by NAFSA: Association of International Educators per year. NAFSA is a nonprofit professional organization for professional in all areas of international education including education abroad advising as well as CCD own HR training procedures. Training includes:

- SEVIS laws and regulation
- Updates from US Embassies from around the world
- Driver License and Social Security number for international students
- J-1 (Visitor Exchange), F-1 (International Students), Study Abroad, H1/2 (Working Visa), B1/2 Business Travel, etc...
- Colorado Community College System (CCCS) Student Services Conference
- Enrollment Services Retreat
- CCD Webpage Training
- CCD's "Defusing the Angry Customer" Customer Service Training
- CCCS HR/Legal Presentation
- CCD Performance Management Training
- CCD Fiscal and PCard Purchasing Training
- NAFSA Annual Conference

C. How does the program create and maintain all educational and work environments to comply with institutional policies and all applicable codes and laws?

CCD International Student office creates a policy to provide resources for faculty and international students. CCD seeks to maintain a positive environment for faculty, staff, and students and visitors. Accordingly, CCD has developed policies and procedures that promote inclusion in the workplace and an environment that is free from illegal harassment and discrimination. Policies, contracts, and information on state and federal laws are also available on our HR Website.

Part 8: Institutional and External Relations

ISS embodies a team that believes in consistent collaboration and training to bring better services to students but also to build a strong foundation of skills within our own team. But inter-institutional and external relationships help ISS to grow. This includes efforts of working within CCD, reaching-out to outside educational partners as well as learning about and making ourselves available to community partners. Most of our training comes from educational partners and of course, access to immigration publications, websites and personnel. Additionally, ISS is in constant communication with all sponsorship agencies to better processes and services for our students.

8.1 In efforts to gather sufficient understanding and support of the services offered within ISS, it is critical to collaborate with internal partners at CCD. ISS works closely with multiple departments

at CCD in which both departments gain from the mutual understanding and support. Collaborations may be through use of trainings held by ISS, presentations for students/faculty/staff either together or separately, assisting with student-led events/productions, publications created for basic knowledge of ISS provided to students/faculty/staff and other interoffice communications that bring together understanding and effective relations. Some of the past collaborations include but are not limited to meetings with advising to gather ideas for future services, trainings for advising staff to create basic understanding of services, policies and regulations for International Students, 1:1 training and communication for various staff, transfer fair presentations for Transfer Success Center staff and interested students, collaborations with other diverse groups within CCD (Confucius Institute), publications created by ISS for multi-office use and also invested interest and involvement with the International Student Club events, planning meetings and outreach to not only International and domestic students but also faculty/staff.

Enriching the lives of our International Students is a major goal and comes with offering better customer service and programs to our students via external relations. But, we also need to create a basic understanding for support of ISS through community outreach that targets our fellow colleagues. ISS has presented at the Higher Education Diversity Summit (with assistance from a team of students domestic and international alike) on Effective Communication targeting faculty/staff/students of Auraria Campus and we intend to present at the upcoming Colorado Community College System Student Services Summer Conference in June 2015. We have also recently collaborated with the National Association of Foreign Student Advisors to open the opportunity of immigration training to other International Admissions and Advising personnel within our region. Additionally, to offer better services to our students, we have collaborated with not only the other DSO's on campus but also across Colorado. ISS has updated the ISS marketing material and continuously has it provided to our prospective students at local English schools as well as other technical/colleges in the Denver Metro area. The Embassies of Saudi Arabia and Qatar have made it a plan to visit with the staff of ISS on an annual basis for common understanding and to ultimately create better processes for our student's success at CCD. As our program and services grow, we continue to reach-out to other community members, building relationships that will garner support for our students.

- 8.2 The institutional policy for communication with the media is standard throughout the college and should be handled with our Director of Marketing Communications, Christa Saracco. Request for marketing and other communication regarding ISS must be followed by the approval of the marketing department via various forms found here. CCD offers workshops and training sessions to all staff/departments regarding these policies and procedures. Current contracts exist for educational partnership with CCD within the Denver Metro area: The University of Colorado Denver, Spring International Language Center, New America College, Language Consultants International, Bridge English and Colorado School of English. These partnerships allow CCD as well as the partnered school easy transfer and expedited acceptance. Additionally, all community college are connected without contract. Personal gifts of any type are typically not be accepted from vendors, students and their family,

staff, faculty or any other community member. However, if a gift is given in perishable form and may in some way offend a culture if not accepted, the office may accept on the terms of the gift being given to the international team, not a specific person. Also, if a non-perishable gift is given to represent the office of International Student Services as a whole, not to a specific person, it may be considered and accepted. In regulation with the college, nothing of great value will be accepted as a gift from any office member in ISS regardless of possible cultural aspects.

Grants have not been an aspect in the office of International Student Services since F1 students cannot receive government and/or state funding. Nor have there ever been any grants for this student population. The office of International Student Services has reviewed options for the students and they may only receive sponsorships from private individuals. ISS has since setup a fund with the CCD One Foundation to create a donation poll for the community as well as faculty/staff at CCD to donate. Our office is now working with Francie Anhut to setup a process for International Students to request assistance whom are in need of funding for tuition.

- 8.3 The office of International Student Services has a direct contact for updated immigration laws (SEVP Field Representative, Meghan Schleicher). Additionally, it is a vital part of any staff in ISS to continuously maintain knowledge on immigration policies, institutional policies as well as world social news that may impact the tasks within their positions. The list below is a basic list of websites in which have valuable training and support information (publications, webinars, on-site trainings, etc.) that have assisted ISS on a daily basis:

- Department of the State-Bureau of Consular Affairs
- U.S. Immigration and Customs Enforcement
- Department of Homeland Security
 - U.S. Citizenship and Immigration Services
 - U.S. Customs and Border Protection
 - Study in the States
- Student & Exchange Visitor Information System
- National Association of Foreign Student Advisors
- National Association of Credential Evaluation Services
- The Community College of Denver
- Colorado Community College Systems
- InsideCCD

B. With which relevant individuals, campus offices, and external agencies must the program maintain effective relations?

- I. Internally-
 - i. Admissions, Registration & Records
 - ii. College Opportunity & Student Outreach
 - iii. Academic Advising Center
 - iv. Testing Center
 - v. Cashier's Office
 - vi. Tutoring Center
 - vii. Transfer Success Center

- viii. Office of Student Life
- ix. Office of Student Conduct
- x. Colorado Community College System office
- xi. Other Community Colleges...

II. Externally-

- i. Student & Exchange Visitor Program
- ii. Department of Homeland Security
- iii. Institutions
 - 1. University of Colorado Denver
 - 2. Spring International Language Center
 - 3. New America College
 - 4. Language Consultants International
 - 5. Bridge English
 - 6. Colorado School of English
- iv. Sponsors
 - 1. Embassy of the State of Qatar
 - 2. Royal Embassy of Saudi Arabia (Cultural Mission)
 - 3. West African Management Services
 - 4. Libyan Ministry
 - 5. Qatar Ministry of Transport
 - 6. Embassy of the United Arab Emirates
 - 7. Higher Education Institute
 - 8. Qatar General Electric and Water
 - 9. Qatar Olympic Committee
 - 10. Other personal sponsors...

C. What evidence confirms effective relationships with program constituents?

- I. Collaborations with ARR and COSO bring opportunities for a prospective student to enroll in Higher Education at CCD.
- II. Collaborations with Academic Advising have opened the door for better Customer Service, Student Success and Retention.
- III. Collaborations with Tutoring and Testing Centers allow the student better support in obtaining the right classes for his/her education level.
- IV. Collaborations with Transfer Success Center has provided not only another CCD office better understanding with the requirements of International Students but also the students and other institutions with valued information on the extra steps to transfer their immigration status from CCD to the student's next journey.

- V. Collaborations with the offices of Student Life and Conduct bring opportunities to current students to feel safe on campus and have a support system through our many clubs/activities.
- VI. Collaborations with SEVP and DHS are essential to proper training, management and tracking of F1 student immigration rules.
- VII. Collaborations with sponsor's and the cashier's office allows for better Customer Service to our students, faster payment from sponsors and a smooth flow in processing.

Part 9: Financial Resources

9.1 CCD international student office is provided with an annual funding by the college. In order for the total funding to be awarded, ISS have to show proof for the need of those expenses.

Expenses include;

- Employees salary
- Operating expenses
 - Marketing/ publication
 - Memberships fees
 - Travel expense
 - Annual conference/meeting
 - Mileage
 - New international student orientation lunch
 - Postage

9.2 The culture of ISS is built on internal communication; this includes interpersonal relationships, training materials, philosophical statements and policies.

- CCD funding priorities is based primarily on the needs of each department needs in order to get the department running smoothly in order to serve our students.
- Develop international partnerships to enhance and expand graduate educational opportunities. Create and implement a strategic marketing plan for graduate programs.

9.3 ISS uses our best judgment in spending the department funds into the appropriate needs.

A. What is the funding strategy for the program?

The program is funded by the Colorado Community College System (CCCS) office each fiscal year in order for the department to function appropriately throughout the year.

B. What evidence exists to confirm fiscal responsibility, responsible stewardship, and cost-effectiveness?

The budget for the program is substantial going towards employee's salary and departmental operating expenses.

Part 10: Technology

- 10.1 CCD is committed to ensuring that all international students receive a meaningful and successful educational experience. CCD Information Technology Department (IT) has operational, strategic and fiscal responsibility for the innovation, implementation and advancement of technology at the college. All CCD student technology fee provides students with adequate and innovative technology experiences by:
- Broadening/enhancing the quality of the academic experience
 - Providing additional student access to technology (computer labs)
 - Increasing integration of technology into the curriculum
- 10.2 ISPS computer networking has greatly expanded our ability to access and exchange information, requiring more vigilant efforts and perhaps more secure safeguards to protect individual's right of privacy. All computer usage complies with CCD policies and procedures as well as legal requirements.
- 10.3 Technology services for student and CCD academic programs are jointly supported by our Information Technology (IT) services department. Technology helps support our staff employed by academic and administrative units. Other contributors to student and academic program technology services include support units such as CCD Multi-literacy Centers (Computer Lab, Tutoring Lab, Writing Centers, etc...), and the Office of Accessibility Center for students needing assistive technology assistance.
- 10.4 CCD ensures that the technology used is appropriate to the nature and objectives of the programs; provides appropriate faculty support services specifically related to distance learner and provides appropriate training for faculty who teach in distance education programs.
- CCD also ensure that students admitted possess the knowledge and equipment necessary to use the technology employed in the program and provide aid to students who are experiencing difficulty using the required technology.
- 10.5 To provide high-quality technology services that are aligned with the needs of students, faculty, and staff, our IT department actively engages in technology planning and priority-setting to reflect ISS department intended outcomes.
- 10.6 ISS as well as CCD as a whole protects personal privacy, maintaining confidentiality of personal information has always been a high priority of the College.
- CCD employees as well as ISS employees are ensured of the security, integrity, and confidentiality of non-public customer information, protecting it against anticipated threats, and guarding it against unauthorized access or use. The College policies are reviewed by our Human Resource Department.

College employees are responsible for securing confidential information used in the execution of their duties and for following any additional departmental privacy and security procedures. ISS Supervisor is expected to provide training for all staff and volunteers on the privacy and security procedures for the department.

- Navigating on the internet leaves trails; websites generally recognize the addresses of network providers and the type of software enabling a user to surf the network. CCD IT department monitors and track all internet usages of employees, specific request for review may be requested if management feels that an employees is doing something outside of the work requirements.
- CCD IT department automatically updates and replacing all existing hardware and software as well as integrating new technically-based or supported programs at CCD when needed. Adequate equipment (e.g., the computers are too old to run new software, replacement of new software, etc...) are replaced when needed.

10.7 We currently do not have a computer lab specifically for international students but it's shared with all current students attending CCD. All computer labs now are wheelchair accessible to meet the needs of students with disabilities.

10.8 ISS is proud in providing the international student the services they need to be successful at CCD including computer lab for their convenience as well as proper technology to help them better performed in classes.

- Colorado Community College System (CCCS) responsible for developing technology policies.
- We have student workers and staff available at all computer lab to help assist students with any issues accessing the computer.
- CCD student employees played an active role in teaching students how to add/drop classes, check their CCD financial aid requirements, billing, as well as their class schedule, etc...
- When activating CCD email account, students are provided with information on rules regarding student use of CCD email and basics of privacy. ISS doesn't provide student with any information on legal and ethical implications of misuse in regards to intellectual property, harassment, etc...

10.9 All computer violation by the student will be reported to our IT department as well as the Student Conduct Office which will suspend the student from using CCD computer for future usage.

10.10 Any student complaints regarding computer problem will go to our IT department. Cyber harassment or other violation will be referred CCD Student Conduct Office for further assistant.

A. How is technology inventoried, maintained, and updated?

CCD Department of Technology (IT) is responsible for administering and/or overseeing the CCD's computer network as well as the campus's public computer labs and facilities.

Each year Finance and Administration requires an inventory of each department's equipment. A sheet is provided to check current inventory. All computers and IT related items are listed on the inventory.

B. What evidence exists to confirm that technology is available for all who are served by the program?

All computer labs and the Testing Center all provided computers that are able to be accessed by prospective and current students. Monthly reports are generated to show usage in these areas.

Part 11: Facilities and Equipment

11.1 CCD is housed on the Auraria Campus under Auraria Higher Education Center (AHEC), which is shared with both the Metropolitan State University of Denver and the University of Colorado at Denver. This allows all of the students to have greater access to all of the resources shared between the three colleges.

- The available Facilities and Equipment available on the Auraria include the Tivoli, one of the larger student centers in the nation, the PE/Events Center, and an array of physically challenging activities and the Library where students have access multiple Medias to enhance their academic careers. These are only a few of the resources students enjoy at CCD.

The Auraria Library is available to all students when they need the quiet time to complete assignments. It houses more than 900,000 volumes of books, microforms and bound periodicals. If a student cannot find what is needed, they have access to an inter-library loan allowing access to an additional six million volumes of books.

The Media Center provides an additional learning element by providing video, teleconferencing, media production, distance learning, film and television, and technical services.

- All expenses regarding the facilities maintenance goes through the Auraria Higher Education Center (AHEC) so CCD does doesn't have to take care of maintenance of the shared equipment.

11.2 AHEC Facilities Services is responsible for the Auraria Campus physical infrastructure, including building maintenance, grounds, and utilities.

The Student Facilities Services Department is dedicated to providing the best environment for students through shared services, entertainment, student resources, building maintenance, and third-party vendors.

- Facilities and equipment for the Auraria campus are in compliance with Colorado legal and institutional requirements.
- 11.3 CCD's new Confluence Building is an 87,000 square foot that opened May 2, 2013. The building provides all students and access to new services and programs as well as new classrooms, tutoring, testing, office space, meeting rooms, and a café.
- CCD provides staff and faculty with proper workstation or office in the area of their work assignment. The staff member's manager or supervisor will provide the staff member with their designated workstation or office. Office spaces are guaranteed secure and comfortable for all employees to use.
 - The meeting room/spaces at CCD are provided for the use by all CCD students, faculty, and staff. Staffs wishing to use a meeting room are required to make an advance reservation through our CCD website. <https://www.ccd.edu/administration/non-academic-departments/college-opportunity-student-outreach/ccd-meeting-space>
 - CCD office space can only be access by employees who have proper access to enter the office area. For ISS, accesses are granted by the Dean of Enrollment Service in order to enter any office space.
- 11.4 All Auraria campus facilities are highly secure and protected for all students, faculty/staff to use. Everyone who wishes to use these facilities are required to show proof of enrollment (for students), and currently employed (for faculty and staff).
- 11.5 CCD complies with the provisions of Title II of the Americans with Disabilities Act of 1990, which says that "no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subjected to discrimination by any such entity." The facilities of the College afford reasonable accommodations for persons with disabilities. If any member or participant in the external group's activity requires further accommodation, that group shall be responsible for providing same services.

A. How are facilities inventoried and maintained?

All facilities inventories on the Auraria Campus are taken care by Auraria Higher Education Center (AHEC).

B. What evidence exists to confirm that access, health, safety, and security of facilities and equipment are available for all who are served by the program?

Student Facilities Services is the primary service provider for student bond fee-funded services, programs, and facilities on the Auraria Campus. The department oversees the Tivoli Student Union, the

Student Advisory Committee to the Auraria Board (SACAB), the Sustainable Campus Program (SCP), conference event spaces, tenant relations, and campus building operations.

Part 12: Assessment and Evaluation

12.1 The goal of assessment at CCD International Student Services is to:

- Provide the tools and information necessary to improve each sponsored program to achieve our mission.
 - Document progress and success of the programs.
 - Provide new directions for ISS programs.
 - Identify role of the programs in fulfilling the ISS mission.
 - Identify commonalities among ISS programs.
- ISS outcomes are measure by the following;
 - The diversity of the undergraduate and graduate student population will reflect the emerging demographic of the college.
 - Annual evaluation of the effectiveness and cultural responsiveness of CCD recruitment and outreach in building educational access for diverse populations will show continued progress relative to demographic trends
 - Leadership Team will determine the institutional commitments, timing and value.
 - Strong working relationships promote CCD International program as the college of choice.
 - Annual campus workshops to showcase ISS to Language school, high school, etc...
 - At CCD, we measure our success by the success of our students, graduates, and transfer. Going forward, ISS will survey our students, alumni, and faculty in order to assess the value of our programs, the learning outcomes, and the impact of CCD experience. As a result of this process, we can ensure that we are offering the highest-quality education.
 - Evidence of improvement is shown through graphic data, survey results, tracking spreadsheet that we kept here in our office and is also attached during each of step that we have gone through.
 - All changes and impact through our department are being kept in all of our tracking.

12.2 ISS kept all records and spreadsheet on files for fiscal, human, professional development, and technology.

- Fiscal - CCD fiscal services is to provide the accurate billing to all student related charges, the professional collection and processing of payments, issuance of refunds and deposits of funds in a timely manner for the entire CCD College.

International Student Services work very closely with the Fiscal Services department. We submit all valid letter of financial guaranteed/stipend from the sponsoring organization/agency to CCD Fiscal Services. Fiscal Services will bill the sponsoring organization/agency for the approved amount of tuition and fees once they receive our student documents.

- Human - CCD Human Resources has clear procedures in place for full-time staff selection, training and evaluation. The main requirements are that positions have written job description, be posted, have a committee reviewed and scored matrix, interviews, and selections. Final hires are contingent upon successful background checks. All staffs must have a full understanding of:
 - SEVIS requirements
 - USCIS law and regulations
 - Federal laws regarding Family Educational Rights & Privacy Act (FERPA)
- Professional Development – ISS highly support on professional development to maximize the advancement of staff. ISS feels that professional development networks are essential for promoting staff development, nurturing and retaining, providing excellent student services, conserving scarce resources, and realizing institutional goals such as improving student retention and graduation rates. Networking can exist at many levels, including mentoring, office and unit level meetings, formal training programs, college-wide collaborations, and multi-institutional organizations.
- Technology - CCD is committed to ensuring that all international students receive a meaningful and successful educational experience. CCD Information Technology Department (IT) has operational, strategic and fiscal responsibility for the innovation, implementation and advancement of technology at the college. All CCD student technology fee provides students with adequate and innovative technology experiences by:
 - Broadening/enhancing the quality of the academic experience
 - Providing additional student access to technology (computer labs)
 - Increasing integration of technology into the curriculum

12.3 Direct measures in non-academic areas are designed to measure the efficacy of services, programs, initiatives, etc. within areas that may have outcomes that are not related to student learning. The outcomes for these areas may relate to efficiency of processes, effectiveness of programs, etc. Business and Finance, Admissions, are just a few of the departments on campus that may employ these types of outcomes. Examples of direct measures for administrative, academic, and student support services include quantitative reports on accuracy and timeliness

of a host of other measures depending upon the outcomes and objectives established for the department.

- To determine ISS achievement on our mission and goals, we will evaluate each of the following criteria to determine our success.
 - Comparative Enrollment Report – Data from students’ registration, probation, graduation, transfer, etc...
 - Assessment – prior to registering for classes
 - Orientation Satisfaction Survey – Administered to orientation attendees
 - Annual goal and assessment process
- Achievement of student learning and outcome – International students will demonstrate knowledge about their immigration status and understanding the requirements for maintaining their visa status. Successful completion in their classes, pass all classes with a C grade or higher and maintaining at least a GPA of 2.0 or higher.
- Comprehensive measurement – ISS seeks to further aims through excellence in advising, designing and maintaining specialized administrative processes and procedures, ensuring federal compliance related to the immigration statuses and mobility needs of our academic community worldwide, developing appropriate technical and cultural programs, and advocating effectively for the needs of CCD international students.

12.4 Data collected from students and other constituencies help us determine our success on the following.

- Student Success – Provide effective and culturally responsive professional support to the diverse student body for academic success, personal development, community engagement, and other student needs.
- Staff development – Cultivate diverse staff, support their advancement at all levels, and develop an inclusive and respectful work environment for every employee, regardless of position.
- Learning Inclusiveness – Improve methods of teaching, learning to advance inclusiveness to prepare students, faculty, and staff multicultural realities.

12.5 Assessment is shared appropriately with multiple constituencies upon request.

12.6 The foundation of the assessment provides a valuable resource for assessing the views of CCD International Student Services.

- Identifying the needs and interest in revising to improve our program and services.
 - Support ISS budget request
 - Ensure whether our program objectives are met

- Ensure student learning outcomes are met – determine the effectiveness of ISS programs for participants.
- Provide information about the delivery of our services. Delivery that is useful to the ISS program staffs and other.
- Recognizing staff performance through annual evaluation. Staffs are required to be evaluated by the supervisor of whom they are reported to.

Performance standards and expectation at CCD ISS are based on an up-to-date position description, should be clearly communicated to employees at the time of appointment to their position and as they change thereafter. ISS employee also receives adequate training necessary to effectively perform the duties and responsibilities of their position.

Employee set of expectations upon performance includes:

- Evaluation Ratings
- Developing Performance Standards/Expectations and Setting Goals
- Completing and Submitting an Evaluation
- Conducting an Annual Performance Review
- Absence of an Evaluation
- Substandard Evaluation
- Alternate Rater
- Maximizing the resource efficiency and effectiveness includes:
 - Setting international recruitment goals and developing our recruitment plan.
 - Creating communication plans that will resonate with international students and propel our enrollment.
 - Using internal and external resources to maximize the effectiveness of our efforts.
 - Recruiting international students from local language schools, high schools, etc...
- Improving student learning and development outcome through curriculum development and changed practices of the department as well as students.
- ISS improve student success and persistence by promoting academic acculturation and achievement among international students. Cross-cultural initiatives are a crucial component of international student retention. Improved cross-cultural communications with faculty, staff, and peers may provide social support that helps international students acculturate more smoothly and experience fewer symptoms of depression and stress.

12.7 Assessment and evaluation will help us focused on determining the extent to which services and programs achieve our objectives. The result of these process assessment are data, which when systematically analyzed become the basis for determining our policy and practices.

Benefits of these evaluation and assessment help us:

- Support budget request process
- Ensure ISS program objectives are met
- Ensure student learning outcome are met – determine the effectiveness of programs for participants.
- Provide information about service delivery that will be useful to program staff and other audiences.
- Enable program staff to make changes that improve the program effectiveness.

A. What is the comprehensive assessment strategy for the program?

Assessment will focus on outputs, outcomes and impacts and mechanisms to ensure that these occur. While reporting of metrics (number of trainees achieving advanced degrees, number of publications etc.) is necessary, meeting stated metric goals can become a check off exercise with little accomplished. Reviews will go beyond metrics and will depend on the basic principle of external peer review and recommendations. Evaluation, on the other hand, will include a major component of data collection and analysis.

B. How are tangible, measurable outcomes determined to ensure program achievement of mission and goals?

Measurable of the outcomes determined to ensure our program achievement on:

- ISS Programs
- Program Management
- Partnership and Communication
- Reporting major ISS accomplishments--Publications in high profile journals, numbers, growth, presentations at international meetings (and abstracts), etc...

- The measurable outcomes help us determine our appearance rate, safety rate, concurrent rate, success rate, accomplishment, and goals.

Judgment of Performance

IDENTIFY AREAS OF STRENGTH

International Admissions Services (ISS) is currently new with all of the procedures and process so all areas is currently meeting requirements to all CCD expectations.

IDENTIFY AREAS OF MEETS STANDARDS

- A.** Missions – ISS just created the mission statement at the beginning of this process.

- B.** Programs – ISS just recently created multiple relationships with other CCD departments to gather/assess beyond the admissions processes. CCD policy and immigration policies limit

certain types of services and programs but outreach can be diversified and access to other tools to assist with the admissions process should be used.

- C.** Organization and Leadership – Professional staff have job descriptions and are evaluated on a regular basis; student assistances are given newly created job duties/requirements as well as a job description upon hire but should have standard work performance follow-ups. While ISS continues to work towards increasing diversity and student success by collaborating with other departments (CCD Mission and Strategic Planning Targets), we must also follow guidelines set by immigration.
- D.** Human Resource – CCD hiring is equal opportunity, positions are listed in accordance with standard policy, the application is open for all and positions are approved by a committee for fairness with set benefit plans depending on the type of job.
- E.** Ethics – ISS need clarity on marketing materials.
- F.** Law, Policy, and Governance – International Orientation just added Student conduct (harassment, plagiarism, student rights/responsibilities) and has always included ARR (privacy policies).
- G.** Diversity, Equity, and Access - CCD international students are not given enough support on what it means to be in America. Unfortunately, immigration policies are going to limit access for F1 students and school hours are set by administration but ISS values the student responses via survey regarding office hours and cultural workshops/events. ISS should continue to reach out to other departments (tutoring labs) to provide needed services for international students.
- H.** Institutional and External Relations – ISS complies with CCD policy and there is a set group of individuals who handle correspondences with the media.
- I.** Technology - ISS uses text and email to reach students and meet the program goals. Currently the use of social media is lacking but would be a valuable source of outreach o our student population. Student conduct provides information on technology misconduct/policies to students during orientation and the use of technology can be learned through CCD workshop.
- J.** Facilities and Equipment – ISS does not handle equipment purchases and/ or does not purchase items that need maintenance.

IDENTIFY AREAS OF WEAKNESS NEED IMPROVEMENT

- A.** Financial Resources – Budget for the year is based on the previous ear and approved by administration before given to ISS or before ISS can utilize funds. Funds cannot be used without authorization of administrative staff.

FILL IN NUMBER CORRELATING TO JUDGEMENT AND FILL IN RATING (STRENGTH, MEETS, ETC).

CAS Component Area	Judgment	Rating
Part 1: Mission	Meets	3.69
Part 2: Program	Meets	3.64
Part 3: Organization and Leadership	Meets	3.36
Part 4: Human Resources	Meets	3.45
Part 5: Ethics	Meets	3.67
Part 6: Law, Policy and Governance	Meets	3.78
Part 7: Diversity, Equity and Access	Meets	3.67
Part 8: Institutional and External Relations	Meets	3.50
Part 9: Financial Resources	Partly Meets	2.00
Part 10: Technology	Meets	3.17
Part 11: Facilities and Equipment	Meets	3.53
Part 12: Assessment and Evaluation	Meets	3.53

Prioritized Action Plan

1. FIRST ACTION ITEM-DESCRIBE ACTION PLAN, BULLET MAIN POINTS, WHO WILL COMPLETE, AND DEADLINE/DATE.

Practice Description	Corrective Action Sought	Task Assigned To	Timeline Due Dates
1.2.2- Does not review mission	1.2.2- Needs to review and modify mission statement on a regular basis	Nu Tran	Annually

2. SECOND ACTION ITEM

Practice Description	Corrective Action Sought	Task Assigned To	Timeline Due Dates
2.4.6- Program/services not delivered using multiple formats/contexts	2.4.6-While following policies, build a relationship with COSO where more effort can be put into outreach utilizing other technologies (Social Media) as well as familiarizing ISS staff with tools for smooth admissions purposes (Skype, etc.)	Nu Tran & Aubrey Winbigler	Annually

3. ETC. IF YOU HAVE MORE ACTION ITEMS

Practice Description	Corrective Action Sought	Task Assigned To	Timeline Due Dates
3.1.3- Performance expectations are not clearly written for staff	3.1.3- Create standard follow-up meetings to go over performance goals for each student employee	Nu Tran	Annually, every May 15th
4.5.1- Graduate students/Interns that assist the office are not qualified	4.5.1 & 4.61 & 4.7.3- In addition to set meetings to go over student employee performance (3.1.3), ISS will require that these program assistances are properly trained and given the opportunity for further professional development	Nu Tran & Aubrey Winbigler	Upon new hire
4.6.1- Supervisors do not adhere to job descriptions/hours/schedules for graduate students/Interns that assist the office			
4.7.3- The student employees are not provided with continued guidance and continuing development			
5.6.1- ISS is not promoted in a non-deceptive way	5.6.1- Review current online webpage and physical marketing documents for clarity	Aubrey Winbigler	Every semester
7.4.1-Orientation of the home country is non-existent	7.4.1- Identify and reach-out to those in the community to create a relationship with and provide informational sessions to new international students (SSA, Police, etc.)	Nu Tran & Aubrey Winbigler	Every semester
7.5.1- Does not balance international student needs with CCD policy	7.5.1- Reach-out and create a relationship with the labs in order to plan tutoring services that meet the needs of the international student	Nu Tran & Aubrey Winbigler	Every semester
7.6.1- There is poor cross-cultural competency in staff	7.6.1- Follow-up with CAT members on the possibilities of creating a workshop for staff/faculty	Nu Tran & Aubrey Winbigler	Every semester
9.3.1- No proof of effective use of funding in accordance with CCD policy	9.3.1- Research budgets for other community colleges and communicate possibilities to further services with more funding to admins	Nu Tran	Annually
10.3.1- Does not utilize technology to provide updates to students/partners	10.3.1- Look into social media to update students and partners and possibly the beginning of an ISS newsletter	Aubrey Winbigler	Every semester
10.8.1/3/4- Does not provide policies, how-to guides or information on misconduct of technology use	10.8.1/3/4- Regularly offer students information on free CCD workshops	Nu Tran & Aubrey Winbigler	Upon availability of available workshops.