

International
Student and Scholar Center
Program Review



WEBER STATE
UNIVERSITY

Student Affairs

Fall 2016

Self-Study Team

- Mary Machira, Ph.D. –Director, International Student and Scholar Center
- Jeannie Pacheco –SEVIS Coordinator
- Janae Jensen –Admission and Recruiting
- Alexander Muller—Sponsored Student Advisor
- Tiana Witkamp—Administrative Assistant

Site Review Team

- Olga Baron—Director of International Student Services (PDSO/RO)-Eastern Washington University
- Dr. Allyson Saunders—Professor and Program Coordinator, Network Management Technologies—Weber State University
- Carey Anson—Coordinator, Academic Technologies—Weber State University

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WEBER STATE UNIVERSITY MISSION STATEMENT

Weber State University provides associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. Encouraging freedom of expression and valuing diversity, the university provides excellent educational experiences for students through extensive personal contact among faculty, staff and students in and out of the classroom. Through academic programs, research, artistic expression, public service and community-based learning, the university serves as an educational, cultural and economic leader for the region.

STUDENT AFFAIRS MISSION

The Division of Student Affairs promotes student learning, well-being and success through comprehensive services and programs provided in an inclusive environment. Student Affairs serves the needs of a diverse student population by offering educational experiences, leadership opportunities, and academic support which advances the social, intellectual, cultural and civic development of students.

HISTORY OF INTERNATIONAL STUDENT AND SCHOLAR CENTER

International students have been part of Weber State University for a long time.

Admission for international students (foreign students as they were known back then) was available as far back as 1963. Students were assigned to a Foreign Student Advisor to assist them with registration and other academic and personal issues. Less than one percent of students were foreigners. In 1968-1969 academic year, there were 24 foreign students (23 male and 1 female) and in the following academic year there was an increase of 2 students (23 male and 2 female). This area was under the Dean of Students.

In the 70's the word "foreign" was changed to "international" and students still met with an international student advisor who was also a staff member of the department of Foreign Languages. In 1982, a director was hired for the International Student Center. The Center was located in the Social Science building. In 1986, under a new director, the Services for International Students (SIS) became part of Student Affairs and in 1987 the office was combined with English as a Second Language department.

After the position became vacant in 2003, an interim director was appointed to oversee the center. In August of 2003, the Immigration and Naturalization Services introduced the Student and Exchange Visitor Program (SEVIS) system to better track international students. In 2004, a new director was hired. The International student population grew to over 300 students.

In 2009 a decision was made to move international admission from the admission office to the Services for International Students' office. The department title was changed the

following year to International Student and Scholar Center. As the role of the department expanded, a new position was created in 2011 and a new Executive Director was hired.

The structure of the department was changed yet again and in 2013 the Dean of International programs was hired to oversee three major areas-Study Abroad, Learning English for Academic Purposes (LEAP) and International Student and Scholar Center.

In 2016 a new director for the International Student and Scholar Center was hired after the position became vacant.

INTERNATIONAL STUDENT AND SCHOLAR CENTER MISSION, GOALS AND OUTCOMES

Mission

The International Student and Scholar Center provides a safe and trusted environment, where international students and scholars learn and thrive. Through recruitment in diverse countries; personalized and culturally sensitive service; continued education on compliance of immigration and university standards; and collaboration with relevant departments and the community, the center strives to enhance the quality of its services and programs.

Overarching Goals and Outcomes

- Identify and develop strong lasting partnerships with established recruiting agents and strive to increase the number of international students recruited from each region
- Collaborate with the LEAP department to increase student enrollment at different levels in the program
- Collaborate with the development office to identify scholarship/fundraising opportunities for international students
- Provide an efficient application process that will ensure a smooth document submission process and decrease the turnaround response time to less than 72 hours instead of 7 -14 days.
- Develop a follow-up strategy for all received applications.
- Provide a comprehensive orientation program that will enable students to comprehend and access resources to assist them in academic and immigration issues
- Provide SEVIS related workshops that address critical issues affecting international students
- Collaborate with academic departments to address academic support issues for international students
- Update the International Student and Scholar website to seamlessly provide accurate information to both prospective and current students

- Create programs that encourage interactions between international and domestic students, staff and community, to facilitate the development of intercultural competencies.
- Partner with Career Services to enhance career advising and internship opportunities to assist international students

PROGRAMS AND SERVICES

The International Student and Scholar Center recruits and admits students from different regions of the world. The center also provides programs and services that assist students with compliance issues as well as cultural and academic adjustments.

International Student Recruitment

The presence of international students at WSU aligns with our core diversity mission of preparing students to function successfully in a global society. Recruitment is, therefore, used as a tool to increase campus diversity by bringing in international students from various regions across the globe. The presence of international students on Weber State University campuses, not only brings a global perspective into the classrooms but also helps the university build a global reputation.

International Admission

Services provided by international admissions are critical in insuring that the institution and students comply with federal guidelines for admitting and enrolling international students at Weber State University. The service not only provides a streamlined process

of applying and enrolling at WSU but also provides unique care to students and enables the rapid response needed internationally.

International Student Orientation

This is a program for newly admitted international students at Weber State University. Currently the program is offered to new and transferring in students at the beginning of each semester. It is a one day program that addresses issues and needs pertinent to international students. The specific needs and communication styles of international students require a specialized program that caters to these needs. Some of the topics in the program include understanding the US Culture; accessing Weber State University resources; adhering to federal regulations and maintaining immigration status. The goal is to help students succeed and persist through to graduation.

Immigration Advising and Compliance

The purpose of this service is to monitor and guide students to stay compliant and maintain their non-immigrant visa status according to federal regulations and guidelines. Information is maintained through the U. S. Department of Homeland Security's web based system, the Student and Exchange Visitor Information System (SEVIS). This system is also used to ensure the institution stays in compliance as well. Only individuals approved by the Department of Homeland Security and Department of State can access the system. These individuals are Designated School Officials who are all in the International Student and Scholar Center Office.

Sponsored Student Advising

A large number of our international students are supported by an outside sponsor, typically a foreign government. Students under government sponsorship have strict guidelines on how to maintain their scholarships. The sponsored student service provides the connection between the student and the sponsor on issues ranging from tuition payment to travel or legal concerns.

Cultural Programming Events

This program provides a space and opportunity for both domestic and international students to share culture and experiences that pave the way for understanding and friendship.

Exchange Visitor Program

The Exchange Visitor Program was implemented in 1961 by the Department of State to increase mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchanges. The program at Weber State University provides courses of study, learning, and research opportunities, in various fields of instruction and research for qualified foreign students, professors, research scholars and short-term scholars. It also promotes the general interest of international educational and cultural exchange.

Alignment with University and Student Affairs Mission and Goals

The departmental programs align with the mission of the university in valuing diversity; providing excellent educational experiences through programming that provide valuable connections between the students and staff; and providing opportunities for public service and community-based learning. These programs enhance the social, intellectual, cultural and civic development of international students which align with the overall mission of the division of Student Affairs.

Recruitment and Admission: Provides access to higher educational opportunities to students from the region and around the globe. The diverse student enrollment contributes to the core theme of diversity and inclusion that offers opportunities to all students and enhances the cultural richness of the university.

Orientation and Advising: These programs are the cornerstone of the academic preparation and engagement. Through these programs, students engage in a learning environment founded on extensive personal contact among faculty, staff and students in and out of the classroom. Students learn how to navigate the WSU resources for successful adjustment, learn how to stay in compliance as international students and also receive effective educational support that helps them succeed in their endeavors.

Cultural Programming and Events: Cultural programs and events provide an avenue for the international students to share their own culture and learn about other cultures including the U.S. culture. Events include a banquet planned by the students which is open to both the university and local community, International Education Week events, Coffee Break and Buddy Program. These programs promote the mission of

Student Affairs by offering educational experiences that advance the cultural development of students.

Regulatory Compliance: One of the university's core values is accountability. Adhering to the federal regulations and internal policies to guide our programs and services, enhances accountability to our students, colleagues, community members and other stakeholders.

Exchange Visitor Program: This program aligns with the core value of collaboration. Developing partnerships with other institutions encourages experiential learning for both exchange visitors and American students.

International Education Philosophy

The Association of International Educators (NAFSA) emphasizes the advancement of learning and scholarship; the building of understanding and respect among different peoples and the enhancement of constructive leadership in the global community. It builds on the fundamental idea of fostering peace, security and well-being.

The Student Affairs Administrators in Higher Education (NASPA) emphasizes competency areas in student affairs in which the Values, Philosophy and History competency and the Social, Justice and Inclusion competency areas guide and inform the programs and services offered by the International Student and Scholar Center.

This relatively new field in student affairs can be built on the understanding of the profession's history, philosophy and values by incorporating issues of social justice such equity, diversity and inclusion that impact students based on local, national and global

interconnections and global perspectives. A new program, Friendship Family Connection, will be initiated in the fall of 2018 that is built on the competency of social justice and inclusion with our local community. Programs and services are initiated based on the needs of the students, comments provided by students, availability of funding and the capacity of the department to effectively run the program.

ISSC Outreach, Campus Relations and Collaborations

The International Student and Scholar Center advertises programs and services through:

- International Student and Scholar Center Website
- International Student and Scholar Center Calendar
- Weber State University Calendar
- ISSC Facebook
- Bulletin Boards
- Weekly emails to international students and scholars

Outreach to students and the community: The ISSC and international students participate in community service with outside organizations such as Catholic Charities to serve the community. This community service is scheduled during International Education Week to promote global awareness and cultural exchange. The International Banquet is another event that provides an opportunity to reach out to the student body and the community. International students share their culture through food, dance and clothing. These events are open to the public.

Collaboration with other departments within Student Affairs:

- Career Services: The International Student and Scholar Center works closely with Career Services to assist international students locate jobs both on-campus and off-campus as well as internships. The ISSC shares information with Career Services that ensures international students stay within the federal regulations for employment.
- Center for Multicultural Excellence: The Center for Multicultural Excellence collaborates with the International Student and Scholar Center in hosting activities that encourage cultural exchange and learning for both American and international students.
- Study Abroad program: The International Student and Scholar Center works closely with the Study Abroad department to support the Exchange Students who are academically advised through this program.
- Learning English for Academic Purposes (LEAP): The International Student and Scholar Center works closely with LEAP in recruitment, admission and other activities that support the English Language Learners during their learning and transition to academic courses at Weber State University.
- Student Involvement and Leadership (SIL): International students have the opportunity to get involved in various leadership roles. Currently we have several international students involved with the WSU Student Association. In addition, SIL supports events hosted by the ISSC by assigning officers to these events.

- Campus Recreation: Providing opportunities for international students to participate in recreational activities that are part of the American culture.
- Housing: The ISSC works with housing to ensure international students feel welcome and have a place to stay on arrival. Housing also provides a global village environment to support international students in their adjustment efforts.

Collaboration with other internal colleges and departments outside of Student Affairs

Academic Departments: The ISSC collaborates with the academic departments to promote international education on campus. An international education symposium organized by the Office of International Programs extends an invitation campus-wide to both academic and student affairs departments to present on relevant international education issues.

The Advisor Breakfast, which is offered once a year, is an opportunity for academic advisors from different departments to get updates from the International Student and Scholar Center. Advisors also use this opportunity to ask questions related to serving international students.

John B. Goddard School of Business and Economics: The College of Business and Economics prepares students for careers in the global market through study abroad programs that provide international experience and teach functional business in cultural hubs around the world. The college has developed international partnerships with foreign institutions that bring exchange students through the 2 + 2 program. Students on a 2 + 2 program take two years of college at their home institution and

complete the remaining two years at Weber State University. At the end of the program, students receive degrees from both institutions. The International Student and Scholar Center collaborates with the College of Business and Economics in bringing the students to WSU. ISSC processes the admission and provides all the necessary documents needed by the students to participate in this program.

College of Social and Behavioral Sciences: The ISSC has also collaborated with the Walker Institute of Politics and Public Service to provide international students with the opportunity to learn about politics and the election process in the U.S. Other opportunities for future collaborations will be explored.

Core Program Changes in the Department

Staffing: Recent changes in the department have included a change in staff and in departmental priorities. Changes in staff include a new director and a student advisor. With these changes, there has been an increase in the total departmental budget. The ISSC also has concerted efforts on developing policies that will bring consistency in serving students.

New programs or services:

Orientation: Other changes that will occur within the department include the revamping of the orientation program to provide a more in-depth and focused approach to providing information to new students. Because of the extensive regulatory requirements that international students have to adhere to, it is important to have a sustaining program for international students.

Friendship Family Connection: This program will provide opportunities for international students to connect with a local family. The family serves as a point of contact to the student and introduces the student to American Culture. This will be a voluntary program for both family and student.

Buddy Program: The Buddy Program will connect international students with domestic students. This program will enhance the cultural exchange of ideas and opportunities to foster friendships. Students will be assigned buddies prior to arrival at the university.

Learning Outcomes for New Programs

- Participants will understand the trends regarding international students in the United States
- Participants will examine guiding principles and scholarly perspectives of international students' transition to WSU and to U.S. college in general
- Participants will develop intercultural competencies that will help international students integrate into campus life, the community and curriculum

LEADERSHIP AND STAFFING

The ISSC is directly under the leadership of the Dean of International Programs, a position that reports dually to Student Affairs and Academic Affairs. The department is comprised of a director, coordinator, advisors, administrative assistant and student workers. The professional, salaried and hourly staff report to the director. The student workers report to the administrative assistant. The reporting structure is as follows:

The Director reports to the Dean of International Programs and supervises all ISSC employees and is responsible for the continuous improvements of the ISSC. The Director is responsible for implementing the policies of the Office of International Programs as it relates to recruitment, admission, and retention of students. The Director is also the Primary Designated School Official and The Responsible Officer and is responsible for the annual SEVIS update.

The SEVIS Coordinator (SC) is a Designated School Official and an Alternate Responsible Officer. The SC reports to the director and is responsible for interpreting, creating and implementing day-to-day SEVIS matters. Although the SEVIS Coordinator does not supervise the employees, the SEVIS Coordinator does supervise policy and is responsible to insure these policies are being applied uniformly and fairly. When the Director is out of the office, the SEVIS Coordinator is responsible for the day-to-day office matters.

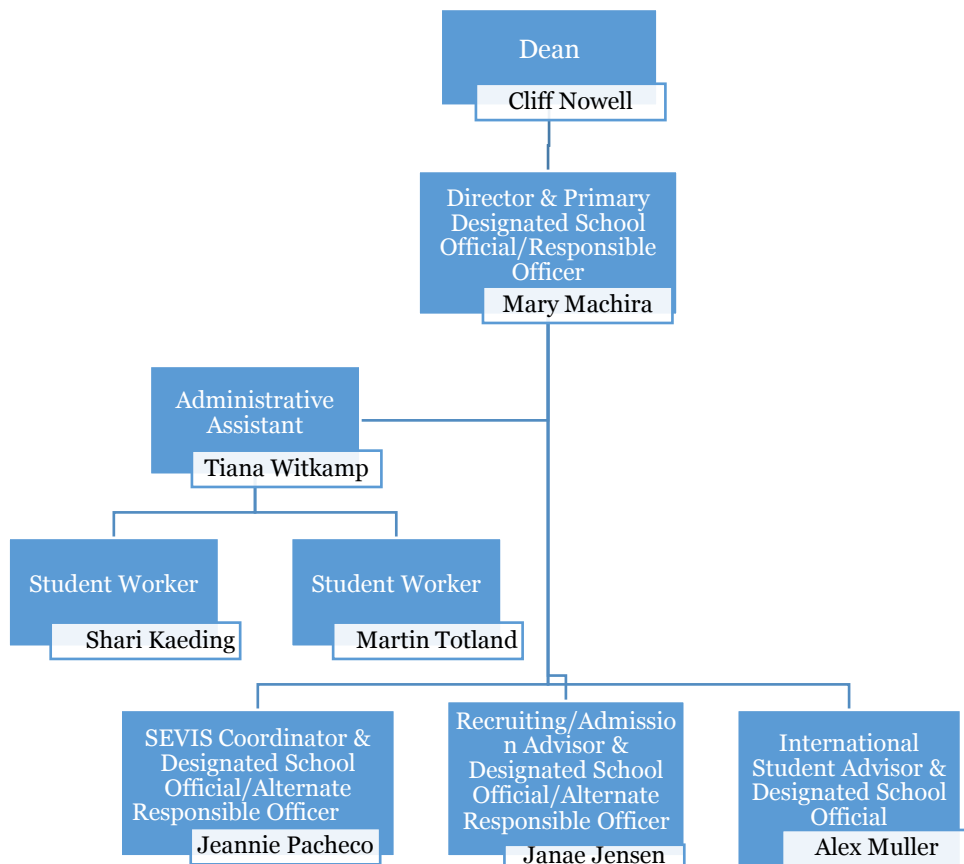
The Admission and Recruitment Advisor (ARA) is a Designated School Official and an Alternate Responsible Officer. The ARA reports to the director and is responsible for recruiting, admitting and (when needed) advising students. The ARA works with the SEVIS Coordinator to insure all SEVIS procedures are applied consistently as they relate to admitting and advising students.

The International Student Advisor (ISA) is a Designated School Official. The ISA reports to the director and is responsible for advising students, sponsored students and working as a liaison between sponsoring agencies and Weber State University. The ISA works

with the SEVIS Coordinator to insure all SEVIS procedures are applied consistently as they relate to admitting and advising students.

The Administrative Assistant reports to the director and is responsible for all office matters, including scheduling appointments and events, ordering supplies, account reconciling, p-card reconciling, and directing student workers. The administrative assistant help with student programming and communicates all office announcements to students and the WSU campus.

The chart below shows the organizational structure of the department:



The department holds a bi-weekly meeting to discuss any unusual student issues, updates on programs or policies, updates on federal guidelines and possible compliance issues, programming events as well as policy initiatives, changes or implementation. Consultation with the director is open to all staff and encouraged especially where guidelines are gray. Additionally, pertinent communication is also sent through emails to gain input from all the staff members as well as provide any information as needed. Information is also stored on the departmental shared drive for reference.

Staff Profile

Departmental Demographics:

ISSC Staff Profile

	Professional	Support	Student
Gender	3-female 1-male	1-female	1 female 1 male
Degrees:	1 PhD. 3 Masters	1 Bachelors	None required
Experience in the field	1—Less than 5 years 2—5-10 years 1—16-20 years	1-Less than 5 years	None
Full or part-time	4—Full time	1—Full time	2—Part-time

Job Responsibilities

Director:

The Director oversees all operations of the ISSC office, including recruitment, advising and retention of international students. The director supervises the staff of the ISSC and is responsible for ensuring international student and scholars are integrated into the university community and receive timely, accurate advising and admission information.

The director is charged with working collaboratively with academic and institutional units to enhance the experiences of international students and scholars. Within the unit, the director works with the SEVIS Coordinator to ensure institutional compliance with federal regulations by performing timely and accurate registration and reporting of all international students. The director is also responsible for all student programming, the goal of which is to increase student satisfaction, retention, and to integrate international students into the university community. Although not involved in the day-to-day SEVIS actions or advising, the director is expected to be knowledgeable and remain current in all SEVIS matters. The director also works with the Division of Student Affairs leadership teams to promote the ISSC with the Student Affairs Division.

Qualifications:

- Master's degree in related field
- 5+ years in an office serving international students and scholars
- 3+ years as a designated school official
- Experience in international student recruitment

SEVIS Coordinator:

The SEVIS Coordinator is as a Designated School Official (DSO) and an Alternate Responsible Officer (ARO) who helps the International Student and Scholar Center (ISSC) Office to provide and maintain quality service for international Students and Scholars and their dependents.

In conjunction with the Director, the SEVIS Coordinator administers immigration rules, trains and coordinates staff on regulations and policies related to international students and scholars, and insurance compliance with SEVIS F-1 and J-1 visa holders and their dependents. In addition, the SEVIS Coordinator guides the development of process aimed at streamlining and rendering information regarding immigration responsibilities for F-1 and J-1 students and scholars.

The SEVIS Coordinator advises students on employment, financial, and cultural issues and works with various campus entities regarding international student issues. This professional provides authoritative, detailed professional and technical knowledge as it relates to non-immigrant visas and SEVIS compliance issues.

When the Director is not in the office, the SEVIS Coordinator is responsible for the day-to-day operations of the ISSC.

Qualifications:

- Bachelor's degree
- 5+ years of advising experience
- Experience as Designated School Official

Recruitment and Admissions Advisor:

The Admission and Recruitment Advisor (ARA) is primarily responsible for recruiting and admitting new students. This person works cooperatively with the ISSC Director on recruiting new students and tracking the progress of existing students. He/She assists with advising when needed and works with the Director to organize and implement orientation activities and information sessions for students and scholars. As part of recruitment, the ARA travels to recruiting events and participates in web based recruiting opportunities.

The ARA is a Designated School Official for the University and works with the SEVIS Coordinator to inform students or scholars of issues with regard to their non-immigrant visas.

The ARA insures that all admission inquiries are answered in a timely manner with the goal of turning inquiries into enrollment. The person also assists with the assessment efforts of the division and within the unit; including basis tracking of activities, program evaluation and measurement of learning outcomes.

Qualifications:

- Bachelor's degree
- One year of advising experience
- Knowledge of admission and recruiting in a college setting
- Experience as a Designated School Official

International Student Advisor:

The International Student Advisor (ISA) is primarily responsible for students sponsored by foreign governments. This includes acting as liaison between the sponsoring organization and the ISSC and the university. This advisor is the person primarily responsible for the advising of sponsored students. The ISA is the primary point of contact with sponsoring agencies and is responsible for the communication between the sponsoring agencies and the ISSC.

The ISA also helps with student programming, particularly as it relates to sponsored students.

The ISA serves as a Designated School Official and works with the SEVIS Coordinator to inform students of issues with regard to their non-immigrant status. The ISA is also responsible for the general advising of other international students.

Qualifications:

- Bachelor's degree in any field
- One year of advising experience
- Knowledge of Designated School Official (DSO) requirements

Administrative Assistant:

The Administrative Assistant (AA) is responsible for all office matters, including scheduling appointments and events, ordering supplies, account reconciling, P-Card reconciling, and directing student workers. The AA helps with student events and programming and communicates all office announcements to students and campus.

The AA aids all of the ISSC staff and the Dean of International Programs to insure the office functions efficiently. The AA also helps to design and implement student assessment surveys, and is responsible for creating ISSC reports relating to recruitment, admission, and retention.

In coordination with the Director and SEVIS Coordinator, the AA maintains and updates the ISSC Policies and Procedures Manual.

Qualifications:

- Associates degree or equivalent
- Two or more years of administrative level office management experience
- Type at least 60 words per minute
- Familiarity with SEVIS and its requirements

Training & Professional Development

All new employees go through the University's New Employee Orientation program and the Student Affairs New Employee Orientation. In addition to these orientations, all new Designated School Officials (DSOs) are required to take the Online DSO training offered by Student and Exchange Visitor Program. A certificate of completion is issued at the end of the training. The certificate must be produced if required by United States Citizenship and Immigration Services.

The staff is encouraged to attend at least one of the available professional training opportunities. The Association of International Educators (NAFSA) offers training at the

state, regional and national levels. Staff may have other opportunities to attend other Student Affairs conferences such as NASPA whenever possible.

FINANCIAL RESOURCES/BUDGET

The ISSC financial budget is provided over a 9 year period to give a historical perspective of the financial resources, growth and focus of the department over a longer time frame. The General Fund outlines the total budget for salaries, wages benefits, capital outlay and travel. The Recruitment fund includes the revenue, expenses and overhead budget. Over the years as a recruiting strategy has been put in place to increase the number of international students enrolled, there has been a corresponding increase in the recruiting and retention fund. The gradual increase in the international student club fund has also been in an effort to retain international students. The financial summary by Org provides the breakdown over the nine year period. The graphs give a quick snapshot of the summary.

Financial Summary by Org

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY07
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.23	0.00	0.00	0.23
Staff Salaries	79,211.22	85,417.14	85,417.20	0.00	(0.06)
Hourly Wages	10,152.00	9,549.91	7,603.43	0.00	1,946.48
Staff Benefits	0.00	29,631.09	29,632.95	0.00	(1.86)
Current Expense	14,728.00	14,441.33	3,626.42	0.00	10,814.91
Travel	700.00	(0.09)	0.00	0.00	(0.09)
Capital Outlay	0.00	0.00	0.00	0.00	0.00
Total Expenses	<u>104,791.22</u>	<u>139,039.61</u>	<u>126,280.00</u>	<u>0.00</u>	<u>12,759.61</u>
				Account Total	<u>12,759.61</u>
991090 - Index 162039 - Club International 53300 - International Student Services					
Current Expense	0.00	1,117.28	300.00	0.00	817.28
Total Expenses	<u>0.00</u>	<u>1,117.28</u>	<u>300.00</u>	<u>0.00</u>	<u>817.28</u>
				Account Total	<u>817.28</u>

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY08
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.17	0.00	0.00	0.17
Staff Salaries	82,758.61	90,685.27	90,685.38	0.00	(0.11)
Hourly Wages	10,152.00	12,098.48	6,423.68	0.00	5,674.80
Staff Benefits	0.00	32,110.03	32,110.03	0.00	0.00
Current Expense	12,533.00	42,346.05	11,589.80	0.00	30,756.25
Travel	1,428.00	1,427.91	5,462.47	0.00	(4,034.56)
Total Expenses	106,871.61	178,667.91	146,271.36	0.00	32,396.55
				Account Total	32,396.55
991090 - Index 162039 - Club International 53300 - International Student Services					
Revenue	0.00	1,468.00	1,468.00	0.00	0.00
Current Expense	0.00	2,285.28	411.43	0.00	1,873.85
Total Expenses	0.00	2,285.28	411.43	0.00	1,873.85
				Account Total	1,873.85

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY09
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.06	0.00	0.00	0.06
Staff Salaries	128,424.07	119,085.60	119,085.53	0.00	0.07
Hourly Wages	11,560.00	17,234.80	10,637.99	0.00	6,596.81
Staff Benefits	0.00	46,378.49	46,378.49	0.00	0.00
Current Expense	22,500.00	20,034.21	15,888.40	0.00	4,145.81
Travel	4,500.00	7,639.02	7,639.02	0.00	0.00
Capital Outlay	0.00	12,113.46	3,785.46	8,328.00	0.00
Total Expenses	<u>166,984.07</u>	<u>222,485.64</u>	<u>203,414.89</u>	<u>8,328.00</u>	<u>10,742.75</u>
				Account Total	<u>10,742.75</u>
316475 - Index 150765 - Intl Stndts Recruit & Retention 53300 - International Student Services					
Revenue	0.00	0.00	9,660.10	0.00	9,660.10
Total Expenses	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
				Account Total	<u>9,660.10</u>
991090 - Index 162039 - Club International 53300 - International Student Services					
Revenue	0.00	2,578.00	2,578.00	0.00	0.00
Current Expense	0.00	4,451.85	300.70	0.00	4,151.15
Total Expenses	<u>0.00</u>	<u>4,451.85</u>	<u>300.70</u>	<u>0.00</u>	<u>4,151.15</u>
				Account Total	<u>4,151.15</u>

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY10
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.13	0.00	0.00	0.13
Staff Salaries	128,424.07	130,078.09	130,078.02	0.00	0.07
Hourly Wages	11,560.00	18,156.81	21,107.70	0.00	(2,950.89)
Staff Benefits	0.00	54,826.32	54,826.32	0.00	0.00
Current Expense	22,500.00	20,234.70	8,506.71	0.00	11,727.99
Travel	0.00	2,911.11	2,911.11	0.00	0.00
Capital Outlay	4,500.00	12,828.00	8,328.00	0.00	4,500.00
Total Expenses	166,984.07	239,035.16	225,757.86	0.00	13,277.30
				Account Total	13,277.30
316475 - Index 150765 - Intl Stndts Recruit & Retention 53300 - International Student Services					
Revenue	0.00	0.00	11,733.14	0.00	11,733.14
Current Expense	0.00	9,660.10	7.15	0.00	9,652.95
Total Expenses	0.00	9,660.10	7.15	0.00	9,652.95
				Account Total	21,386.09
991090 - Index 162039 - Club International 53300 - International Student Services					
Current Expense	0.00	4,151.15	(155.81)	0.00	4,306.96
Total Expenses	0.00	4,151.15	(155.81)	0.00	4,306.96
				Account Total	4,306.96

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY11
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.20	0.00	0.00	0.20
Staff Salaries	128,424.07	126,094.89	126,094.82	0.00	0.07
Hourly Wages	11,500.00	8,549.11	26,289.07	0.00	(17,739.96)
Staff Benefits	0.00	52,963.89	52,963.89	0.00	0.00
Current Expense	12,060.00	23,537.99	13,471.63	0.00	10,066.36
Travel	11,500.00	11,500.00	2,716.50	0.00	8,783.50
Capital Outlay	2,500.00	7,000.00	0.00	0.00	7,000.00
Total Expenses	<u>165,984.07</u>	<u>229,646.08</u>	<u>221,535.91</u>	<u>0.00</u>	<u>8,110.17</u>
				Account Total	<u>8,110.17</u>
316475 - Index 150765 - Intl Stndts Recruit & Retention 53300 - International Student Services					
Revenue	0.00	0.00	15,135.48	0.00	15,135.48
Current Expense	0.00	21,386.09	14.00	0.00	21,372.09
Overhead	0.00	0.00	1.84	0.00	(1.84)
Total Expenses	<u>0.00</u>	<u>21,386.09</u>	<u>15.84</u>	<u>0.00</u>	<u>21,370.25</u>
				Account Total	<u>36,505.73</u>
991090 - Index 162039 - Club International 53300 - International Student Services					
Revenue	0.00	2,068.00	2,068.00	0.00	0.00
Current Expense	0.00	6,374.96	1,178.72	0.00	5,196.24
Total Expenses	<u>0.00</u>	<u>6,374.96</u>	<u>1,178.72</u>	<u>0.00</u>	<u>5,196.24</u>
				Account Total	<u>5,196.24</u>

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY12
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.27	0.00	0.00	0.27
Staff Salaries	130,224.07	133,616.82	133,616.70	0.00	0.12
Hourly Wages	11,500.00	14,760.04	28,129.15	0.00	(13,369.11)
Staff Benefits	0.00	50,586.55	50,586.55	0.00	0.00
Current Expense	12,060.00	8,706.36	10,586.75	0.00	(1,880.39)
Travel	11,500.00	10,518.50	7,998.10	0.00	2,520.40
Capital Outlay	2,500.00	9,500.00	0.00	0.00	9,500.00
Total Expenses	<u>167,784.07</u>	<u>227,688.54</u>	<u>230,917.25</u>	<u>0.00</u>	<u>(3,228.71)</u>
				Account Total	<u>(3,228.71)</u>
316475 - Index 150765 - Intl Stndts Recruit & Retention 53300 - International Student Services					
Revenue	15,000.00	15,000.00	35,836.27	0.00	20,836.27
Current Expense	15,000.00	51,505.73	14,094.60	0.00	37,411.13
Overhead	0.00	0.00	106.48	0.00	(106.48)
Total Expenses	<u>15,000.00</u>	<u>51,505.73</u>	<u>14,201.08</u>	<u>0.00</u>	<u>37,304.65</u>
				Account Total	<u>58,140.92</u>
991090 - Index 162039 - Club International 53300 - International Student Services					
Revenue	0.00	2,318.00	2,318.00	0.00	0.00
Current Expense	0.00	7,514.24	154.71	0.00	7,359.53
Total Expenses	<u>0.00</u>	<u>7,514.24</u>	<u>154.71</u>	<u>0.00</u>	<u>7,359.53</u>
				Account Total	<u>7,359.53</u>

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY13
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	19,000.00	0.00	0.00	0.00	0.00
Staff Salaries	210,476.56	191,289.53	191,289.31	0.00	0.22
Hourly Wages	1,680.00	(11,689.11)	15,619.55	0.00	(27,308.66)
Staff Benefits	0.00	77,861.11	77,861.11	0.00	0.00
Current Expense	8,000.00	66,369.61	16,723.11	0.00	49,646.50
Travel	10,000.00	12,520.40	66.00	0.00	12,454.40
Capital Outlay	0.00	9,500.00	0.00	0.00	9,500.00
Total Expenses	<u>249,156.56</u>	<u>345,851.54</u>	<u>301,559.08</u>	<u>0.00</u>	<u>44,292.46</u>
				Account Total	<u>44,292.46</u>

316475 - Index 150765 - Intl Stdnts Recruit & Retention 53300 - International Student Services					
Revenue	15,000.00	15,000.00	50,565.17	0.00	35,565.17
Hourly Wages	13,725.00	13,725.00	2,881.09	0.00	10,843.91
Staff Benefits	1,275.00	1,275.00	10.54	0.00	1,264.46
Current Expense	0.00	58,140.92	1,061.00	0.00	57,079.92
Overhead	0.00	0.00	403.66	0.00	(403.66)
Total Expenses	<u>15,000.00</u>	<u>73,140.92</u>	<u>4,356.29</u>	<u>0.00</u>	<u>68,784.63</u>
				Account Total	<u>104,349.80</u>

526255 - Index 265089 - International Admission Fee Gift 53300 - International Student Services					
Revenue	0.00	108.36	108.36	0.00	0.00
Current Expense	0.00	108.36	0.00	0.00	108.36
Total Expenses	<u>0.00</u>	<u>108.36</u>	<u>0.00</u>	<u>0.00</u>	<u>108.36</u>
				Account Total	<u>108.36</u>

991090 - Index 162039 - Club International 53300 - International Student Services					
Revenue	0.00	1,036.00	1,036.00	0.00	0.00
Current Expense	0.00	8,395.53	(1,535.63)	0.00	9,931.16
Total Expenses	<u>0.00</u>	<u>8,395.53</u>	<u>(1,535.63)</u>	<u>0.00</u>	<u>9,931.16</u>
				Account Total	<u>9,931.16</u>

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY14
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	25,000.20	0.22	0.00	0.00	0.22
Executive Salaries	0.00	16,040.07	16,040.09	0.00	(0.02)
Staff Salaries	218,041.80	166,103.38	166,103.31	0.00	0.07
Hourly Wages	1,680.00	(25,628.66)	1,680.00	0.00	(27,308.66)
Staff Benefits	0.00	76,632.46	76,632.46	0.00	0.00
Current Expense	4,000.00	38,425.66	23,140.53	0.00	15,285.13
Travel	0.00	12,454.40	6,180.55	0.00	6,273.85
Capital Outlay	0.00	9,500.00	0.00	0.00	9,500.00
Total Expenses	<u>248,722.00</u>	<u>293,527.53</u>	<u>289,776.94</u>	<u>0.00</u>	<u>3,750.59</u>
				Account Total	<u>3,750.59</u>
316475 - Index 150765 - Intl Stdnts Recruit & Retention 53300 - International Student Services					
Revenue	65,265.00	65,265.00	53,594.48	0.00	(11,670.52)
Hourly Wages	13,725.00	13,725.00	15,292.22	0.00	(1,567.22)
Staff Benefits	1,275.00	1,275.00	36.56	0.00	1,238.44
Current Expense	30,265.00	133,487.35	1,343.29	0.00	132,144.06
Travel	20,000.00	20,000.00	4,704.90	0.00	15,295.10
Overhead	0.00	1,127.45	2,137.78	0.00	(1,010.33)
Total Expenses	<u>65,265.00</u>	<u>169,614.80</u>	<u>23,514.75</u>	<u>0.00</u>	<u>146,100.05</u>
				Account Total	<u>134,429.53</u>
526255 - Index 265089 - International Admission Fee Gift 53300 - International Student Services					
Revenue	0.00	570.00	570.00	0.00	0.00
Current Expense	0.00	678.36	0.00	0.00	678.36
Total Expenses	<u>0.00</u>	<u>678.36</u>	<u>0.00</u>	<u>0.00</u>	<u>678.36</u>
				Account Total	<u>678.36</u>
991090 - Index 162039 - Club International 53300 - International Student Services					
Revenue	0.00	5,140.00	5,140.00	0.00	0.00
Current Expense	0.00	15,071.16	4,293.05	0.00	10,778.11
Total Expenses	<u>0.00</u>	<u>15,071.16</u>	<u>4,293.05</u>	<u>0.00</u>	<u>10,778.11</u>
				Account Total	<u>10,778.11</u>

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY15
International Student Services

	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.27	0.00	0.00	0.27
Executive Salaries	36,010.03	36,010.03	36,010.08	0.00	(0.05)
Staff Salaries	206,291.52	210,652.75	210,652.75	0.00	0.00
Hourly Wages	1,740.00	5,211.53	5,211.53	0.00	0.00
Staff Benefits	0.00	98,963.67	98,963.67	0.00	0.00
Current Expense	5,000.00	90.63	623.66	0.00	(533.03)
Travel	0.00	2,372.16	3,069.36	0.00	(697.20)
Capital Outlay	0.00	0.00	0.00	0.00	0.00
Total Expenses	<u>249,041.55</u>	<u>353,301.04</u>	<u>354,531.05</u>	<u>0.00</u>	<u>(1,230.01)</u>
				Account Total	<u>(1,230.01)</u>
316475 - Index 150765 - Intl Stndts Recruit & Retention 53300 - International Student Services					
Revenue	55,929.00	55,929.00	57,653.86	0.00	1,724.86
Hourly Wages	10,000.00	7,159.87	2,380.61	0.00	4,779.26
Staff Benefits	850.00	850.00	7.68	0.00	842.32
Current Expense	15,079.00	150,249.82	39,414.64	0.00	110,835.18
Travel	30,000.00	30,000.00	16,519.94	0.00	13,480.06
Overhead	0.00	2,098.84	3,382.61	0.00	(1,283.77)
Total Expenses	<u>55,929.00</u>	<u>190,358.53</u>	<u>61,705.48</u>	<u>0.00</u>	<u>128,653.05</u>
				Account Total	<u>130,377.91</u>
526255 - Index 265089 - International Admission Fee Gift 53300 - International Student Services					
Current Expense	0.00	678.36	0.00	0.00	678.36
Total Expenses	<u>0.00</u>	<u>678.36</u>	<u>0.00</u>	<u>0.00</u>	<u>678.36</u>
				Account Total	<u>678.36</u>
526532 - Index 265133 - International Student Support Gen 53300 - International Student Services					
Revenue	0.00	1,000.00	1,000.00	0.00	0.00
Current Expense	0.00	1,000.00	0.00	0.00	1,000.00
Total Expenses	<u>0.00</u>	<u>1,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,000.00</u>
				Account Total	<u>1,000.00</u>
991090 - Index 162039 - Club International 53300 - International Student Services					
Revenue	0.00	80.00	80.00	0.00	0.00
Current Expense	0.00	10,858.11	932.16	0.00	9,925.95
Total Expenses	<u>0.00</u>	<u>10,858.11</u>	<u>932.16</u>	<u>0.00</u>	<u>9,925.95</u>
				Account Total	<u>9,925.95</u>

Weber State University
Financial Summary by Org (48) Index Sort within Org
Period 14 FY16
International Student Services

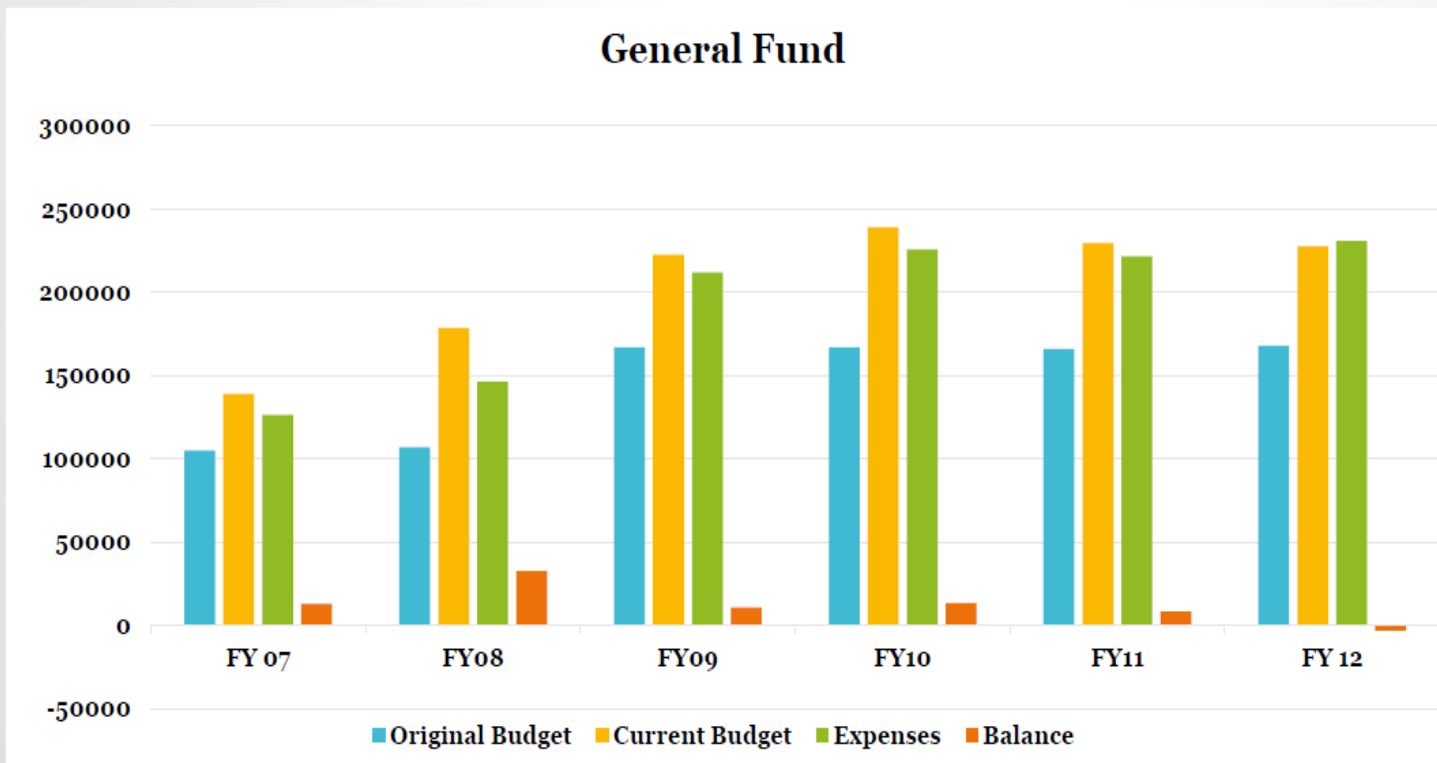
	Original Budget	Current Budget	YTD Activity	Committed Funds	Budget Balance Available
214520 - Index 120100 - General Fund 53300 - International Student Services					
Unallotted Contract Salaries	0.00	0.22	0.00	0.00	0.22
Executive Salaries	36,730.23	36,730.23	36,730.32	0.00	(0.09)
Staff Salaries	212,457.17	187,573.94	187,573.89	0.00	0.05
Hourly Wages	1,740.00	2,257.00	2,274.76	0.00	(17.76)
Staff Benefits	0.00	94,442.09	94,272.09	0.00	170.00
Current Expense	5,000.00	(13,683.03)	(36,706.15)	0.00	23,023.12
Travel	0.00	14,302.80	12,575.89	0.00	1,726.91
Capital Outlay	0.00	0.00	1,732.58	0.00	(1,732.58)
Overhead	0.00	2,000.00	0.00	0.00	2,000.00
Total Expenses	<u>255,927.40</u>	<u>323,623.25</u>	<u>298,453.38</u>	<u>0.00</u>	<u>25,169.87</u>
				Account Total	<u>25,169.87</u>
316475 - Index 150765 - Intl Stndts Recruit & Retention 53300 - International Student Services					
Revenue	55,929.00	55,929.00	56,446.47	0.00	517.47
Hourly Wages	10,000.00	14,000.00	6,601.12	0.00	7,398.88
Staff Benefits	850.00	850.00	58.92	0.00	791.08
Current Expense	15,079.00	136,456.91	87,708.76	0.00	48,748.15
Travel	30,000.00	35,000.00	25,592.29	0.00	9,407.71
Overhead	0.00	0.00	5,664.56	0.00	(5,664.56)
Total Expenses	<u>55,929.00</u>	<u>186,306.91</u>	<u>125,625.65</u>	<u>0.00</u>	<u>60,681.26</u>
				Account Total	<u>61,198.73</u>
526255 - Index 265089 - International Admission Fee Gift 53300 - International Student Services					
Current Expense	0.00	678.36	0.00	0.00	678.36
Total Expenses	<u>0.00</u>	<u>678.36</u>	<u>0.00</u>	<u>0.00</u>	<u>678.36</u>
				Account Total	<u>678.36</u>
526532 - Index 265133 - International Student Support Gen 53300 - International Student Services					
Revenue	0.00	50.00	50.00	0.00	0.00
Current Expense	0.00	1,050.00	0.00	0.00	1,050.00
Total Expenses	<u>0.00</u>	<u>1,050.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,050.00</u>
				Account Total	<u>1,050.00</u>

991090 - Index 162039 - Club International 53300 - International Student Services

Revenue	0.00	679.00	679.00	0.00	0.00
Current Expense	0.00	10,604.95	1,232.04	0.00	9,372.91
Travel	0.00	0.00	83.56	0.00	(83.56)
Total Expenses	<u>0.00</u>	<u>10,604.95</u>	<u>1,315.60</u>	<u>0.00</u>	<u>9,289.35</u>
				Account Total	<u>9,289.35</u>

Budget Summary

ISSC BUDGET 2007-2012

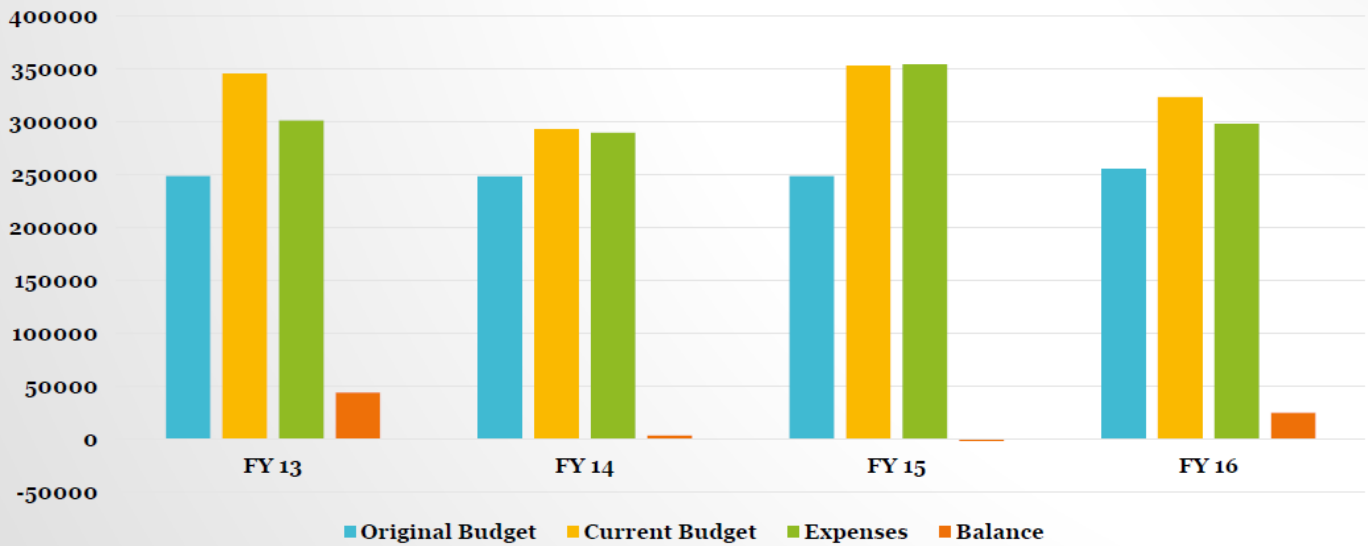


ISSC GENERAL BUDGET 2007-2012

FY	Original Budget-thousands	Current Budget-thousands	Expenses-thousands	Balance-thousands
2007	\$104.8	\$139.0	\$126.3	\$12.8
2008	\$106.9	\$178.7	\$146.3	\$32.4
2009	\$167.0	\$222.5	\$211.4	\$10.7
2010	\$167.0	\$239.0	\$225.8	\$13.2
2011	\$166.0	\$229.6	\$221.5	\$8.1
2012	\$167.8	\$227.6	\$230.9	\$-3.2

ISSC BUDGET 2013-2016

General Fund



ISSC GENERAL BUDGET 2013-2016

FY	Original Budget-thousands	Current Budget-thousands	Expenses-thousands	Balance-thousands
2013	\$249.2	\$345.9	\$301.6	\$44.3
2014	\$248.7	\$293.5	\$289.8	\$3.8
2015	\$249.0	\$353.3	\$354.5	\$-1.2
2016	\$255.9	\$323.6	\$298.5	\$25.2

General Budget

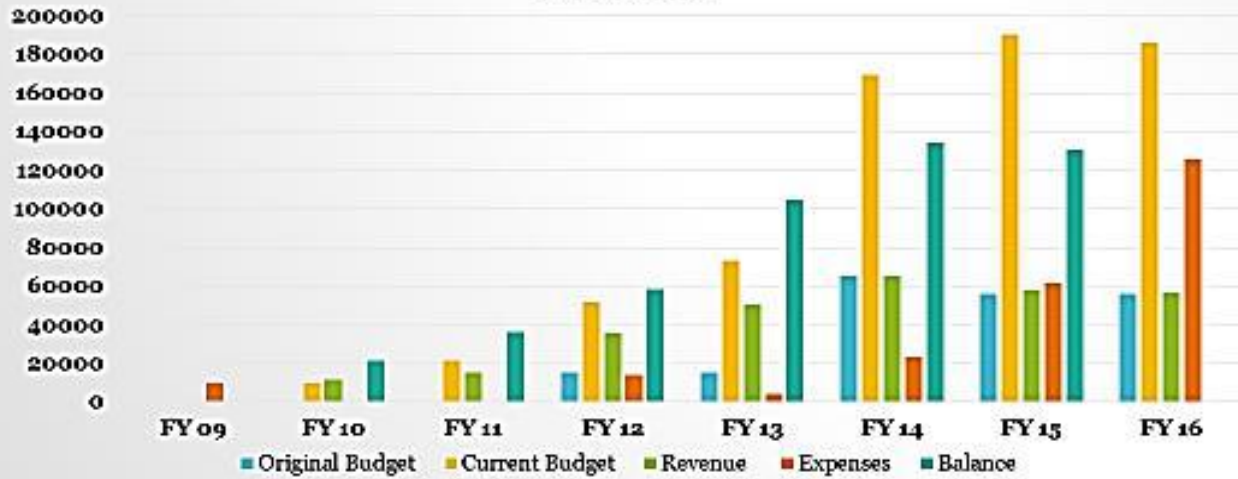
Changes reflected in the general budget are a result of core changes to the department over the past 5 years. The total budget has increased as more staff members have been hired to effectively serve the international student population. However, the travel and current expense budgets have fallen. Travel budget is important to send the Designated School Officials to international education conferences for training. The changes in regulations and interpretation of policies are crucial in keeping up-to-date with regulatory compliance.

A current expense budget supports the efficient running of the ISSC. With a decrease in the current expense budget, the ISSC is unable to provide effective programming that supports international students nor support the training cost needed to keep DSO's up to date with regulations. The ISSC budget was drastically reduced when the recruitment account was established about six years ago. Funds are transferred from the recruitment budget to help support the center. The ISSC needs to have its own budget for current expenses rather than relying on the recruitment budget.

The goal of the ISSC is to increase programming that builds a sense of community and inclusion for international students; as well as programs that provide continuous immigration information to help students understand their SEVIS and immigration status. Programs such as the Buddy Program and the Friendship Family program engage international students and increase the likelihood of staying and graduating at Weber State University. The estimated initial cost of running both of these programs is about \$2500.

ISSC RECRUITMENT BUDGET 2009-2016

Recruitment



ISSC RECRUITMENT BUDGET 2009-2016

FY	Original Budget-Thousands	Current Budget-Thousands	Revenue	Expenses	Balance
2009	0	0	0	\$9,660	0
2010	0	\$9,660	\$11,733	\$7	\$21,386
2011	0	\$21,386	\$15,135	\$16	\$36,506
2012	\$15,000	\$51,506	\$35,836	\$14,201	\$58,141
2013	\$15,000	\$73,141	\$50,565	\$4,356	\$104,349
2014	\$65,265	\$169,615	\$65,265	\$23,515	\$134,430
2015	\$55,929	\$190,359	\$57,654	\$61,705	\$130,378
2016	\$55,929	\$186,307	\$56,446	\$125,626	\$61,199

Recruitment Budget

International students add a rich cultural and intellectual diversity to Weber State University. Recruitment of international students contributes in part to Weber State University's diversity mission statement, in which WSU strives to prepare students to recognize a plurality of perspectives, including their own, and to function successfully in a global society. Recruiting international students to join Weber State University ultimately helps students, the community and the region to have a global understanding of peoples, cultures and economic issues. It embodies one of our core values of learning through personalized experiences and shared inquiry.

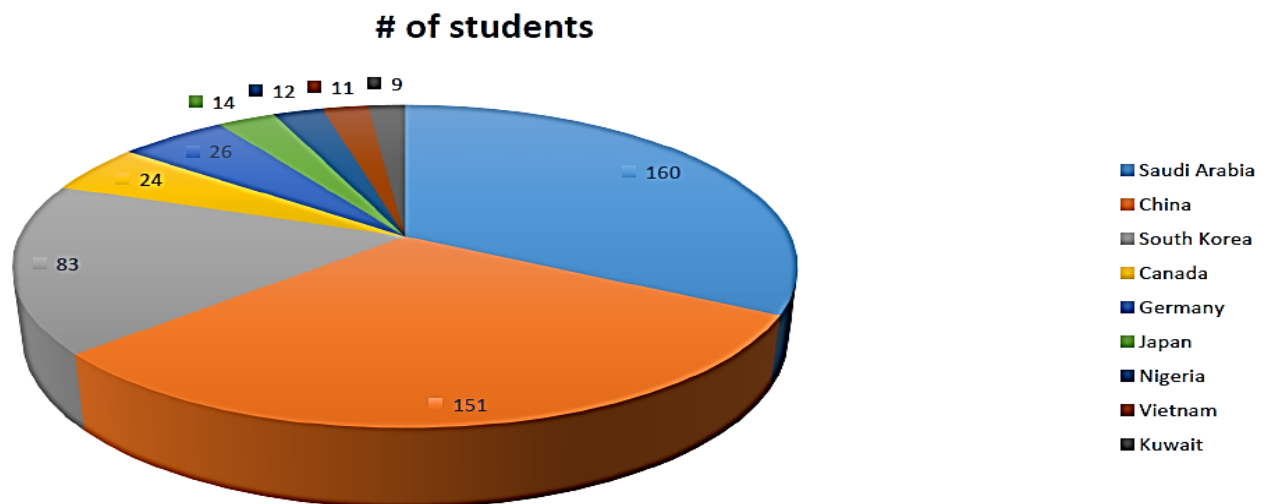
According to World Education Services, the current trend reflects an increase in the global demand for international higher education which is projected to nearly triple to 8 million students by 2025 and conversely a drop in domestic enrollment is causing some institutions to make international student recruitment a financial priority.

International students at Weber State University make about 1% of the student population. The students are predominantly from China and Saudi Arabia. As an institution that prides itself in diversity, it would be beneficial for WSU and the community to increase the diversity of international students. To that end, ISSC has been strategically focused on recruiting students from other South East Asian countries, however, as of spring 2016 that focus has also expanded to Latin America. ISSC's recruitment initiatives include in-person recruitment trips, education fairs, domestic recruitment, commission-based agents and some marketing. The strategic plan also delineates a cost effective way of recruiting students which includes building

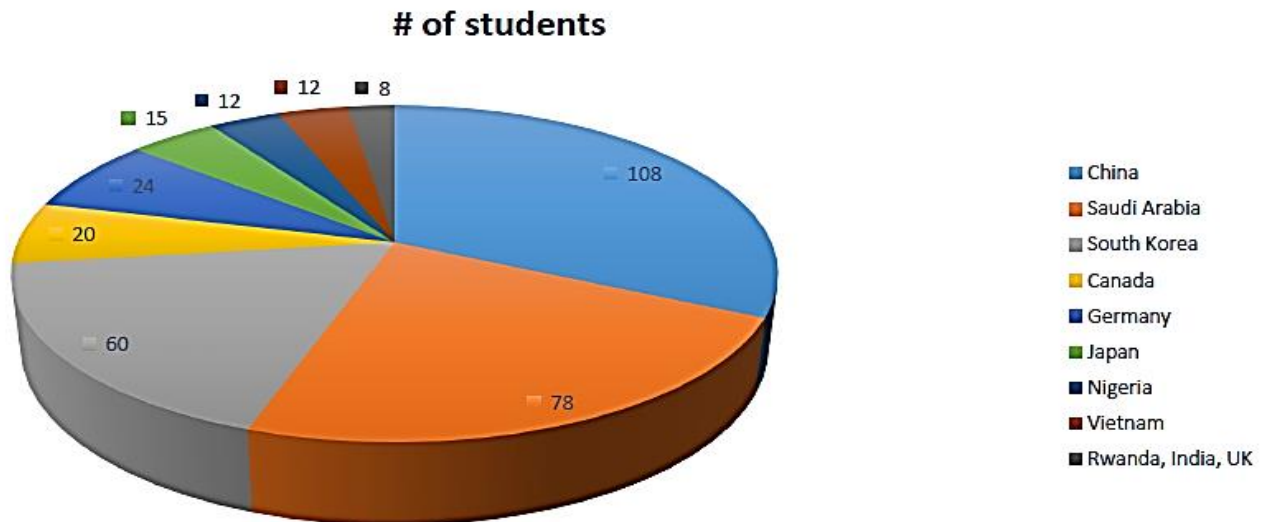
partnerships with agents, working with U.S. Commercial services and building relationships with school counselors overseas. A portion of the revenue for the recruitment account comes from international student fees. A major part of the recruiting budget, however, is the travel cost which must be reviewed each year. A budget is also set aside for travel and recruiting conferences within the United States. Additionally, some of the funds are frequently transferred to the ISSC account to assist in running the department.

The charts below show the distribution of international students admitted from the top nine countries between 2008 and 2016.

Admitted International Students by Country Between 2008-2012- Top 9 Countries



Admitted International Students by Country Between 2013- 2016 Top 9 Countries



FACILITIES, EQUIPMENT, AND TECHNOLOGY

The International Student and Scholar Center has four offices, a front desk, a small waiting area, a work-study section and a conference room. The space also has a small kitchen and storage room. The current space is tight and does not provide an adequate waiting room for students or visitors. The goal of the department is to enhance the quality of services provided to students. Having a space for students to work on projects, have a group discussion or meet other international students is an important part of the ISSC mission.

The conference room currently has two computers that are hardly used by students because of their location and accessibility. Providing an open and welcoming

environment with accessible computers would enhance the flow of students to the ISSC. An open environment for international students provides opportunities to build a stronger connection with students which can improve their retention rate.

The current challenge for ISSC is the crowded reception area. There needs to be a lounging space for students and updated furniture to bring the office to the same standard as other offices on campus. Computers, desks, tables, tall chairs and lounging chairs are all needed items

ETHICAL AND LEGAL RESPONSIBILITIES

F-1 Student Program:

An F-1 student is a nonimmigrant who is pursuing a "full course of study" to achieve a specific educational or professional objective, at an academic institution in the United States that has been designated by the Department of Homeland Security (DHS) to offer courses of study to such students, and has been enrolled in SEVIS (the Student and Exchange Visitor Information System). The F-1 category is governed principally by the following laws:

- INA 101(a)(15)(F) (Immigration and Nationality Act)
- 8 CFR 214.2(f) (General F-1 student provisions)
- 8 CFR 214.3 (Approval of F and M schools and school compliance)
- 8 CFR 214.4 (Withdrawal of school approval)

The F-1 student program and Student Exchange Visitor Information System (SEVIS) is managed by the Department of Homeland Security, principally by the Bureau of Immigration and Customs Enforcement's (ICE) Student and Exchange Visitor Program (SEVP), with U.S. Citizenship and Immigration Services (USCIS) handling change of status, reinstatement of status, and certain employment and practical training applications. U.S. immigration functions are divided between three Bureaus of the Department of Homeland Security (DHS):

1. **USCIS:** U.S. Citizenship and Immigration Services (USCIS) is responsible for the adjudication of most immigration benefits applications and petitions.
2. **ICE:** U.S. Immigration and Customs Enforcement (ICE) is responsible for immigration investigations, detention, removal, intelligence, and SEVIS.
3. **CBP:** U.S. Customs and Border Protection (CBP) is responsible for immigration inspections at U.S. ports of entry, for the Border Patrol, and for the Customs Service.

U.S. Immigration Laws

A complicated system of laws, policies, and interpretations govern U.S. immigration and naturalization. In general terms, immigration law is created by the Legislative (Congress), Executive (President and Executive Agencies), and Judicial (Federal Courts) branches of the U.S. government. This law must then be interpreted, applied, and adhered to by both the government and the public.

Actions taken by government agencies and by the DSO/adviser must be rooted in appropriate sources of legal authority. Law itself is of course the major source of legal authority, but in the end, law must always be interpreted before it is applied. And so, we generally deal with two types of authority:

- Law
- Interpretation of law

The U.S. immigration system is principally sourced in the Immigration and Nationality Act of 1952, as amended (INA). The system is complex, and makes use of many "terms of art" and concepts that are unique to the field of immigration.

Policies and Procedures

Because of the ambiguity of laws in some instances and the potential of misinterpretation, the ISSC must be vigilant in correctly interpreting the law and also remain compliant when serving both students and the institution. In this role the ISSC must balance between providing support and guidance to international students and ensuring the institution is in compliance with federal regulations.

The ISSC has developed policies and procedures that provide guidance to the office on how to help students fairly and remain in compliance. The policies are published on the website for students to read and workshops are offered each semester to provide another avenue for students to help maintain their immigration status.

The ISSC also takes a proactive stance in reaching out to students before they reach a certain milestone. For example, students nearing their program end date are notified of the upcoming date and encouraged to act on it. Students are notified through email and in some cases, a weekly e-newsletter is sent out as a reminder.

ASSESSMENT AND EVALUATION

The ISSC developed a strategic plan as a guide to assess and evaluate the department.

The following goals, outcomes and strategies were developed

Program Goals and Outcomes:

- Increase the total number of enrolled international students by 5% in 2017 and by 15% by 2018
- Increase the number of admitted students by 10% each year
- Achieve 100% online application and document submission by 2018
- Achieve 80% retention rate for first time freshmen
- Achieve 50% on-time completion rate for all international students
- Increase student participation in extracurricular activities to 40% by 2017 (based on average participation rate of 19% in 2016)

Increase the total number of enrolled international students by 5% in fall of 2017 and 15% in 2018:

To achieve this goal, the ISSC continues to develop partnerships with recruiting agents and other educational organizations that provide access to eligible international

student recruits. Through these recruiting efforts, the ISSC promotes Weber State University as an attractive destination for international students and these partners are able to match students who are a best fit for the institution.

The department offers a WeberEdge International scholarship for qualified new international students who meet a certain criteria. This scholarship is designed to make attending school in Utah even more affordable for international students. The scholarship offers an incentive to students who may not otherwise consider Weber State University. Students have the opportunity to pay resident tuition and fees while living in on-campus housing. The tuition waiver saves students more than \$8,000 a year. There are two options to qualify: option 1 is for high school students with a GPA of 3.1 or higher and a composite ACT (or SAT equivalent) of 21 or higher. The second option is for international students who have completed 24 credit hours at WSU with a cumulative GPA above 3.0. Eligibility requires a student to live on-campus and have paid regular tuition for a minimum of 24 credit hours. The scholarship is limited to the availability of on-campus housing.

Increase the number of admitted students by 10% each year:

To achieve this goal, the application process has been streamlined and the turnaround response time has been decreased to within 24-72 hours of application receipt. This has been enhanced by the implementation of a fully online application process. This change has allowed students to be processed in a timely manner and reduced the potential of losing students because of long wait time. There has been an increase of 11.9% in application processing as of fall of 2016.

Increase the number of online applications to 100% by 2018:

A campus-wide effort was initiated to direct all international applicants to submit applications online. This effort has resulted in 98.8% of all applications submitted online since its implementation in fall of 2016.

Achieve 80% retention rate for first time freshmen and a 50% on time completion rate for all other international students:

A comprehensive orientation program is provided to students to help students understand how to access resources to assist them in their academic and immigration issues. Coffee Break program provides an opportunity for students to share their culture and food with other students and staff. The program enables students to form connections with others and also to understand the cultural differences within their environment. These connections contribute to breaking down barriers and encouraging a sense of community.

Collaborating with Career Services to increase opportunities for career advising for international students will provide a sense of direction that may encourage them to stay and complete their degrees.

Increase student participation in extracurricular activities to 40% by 2017:

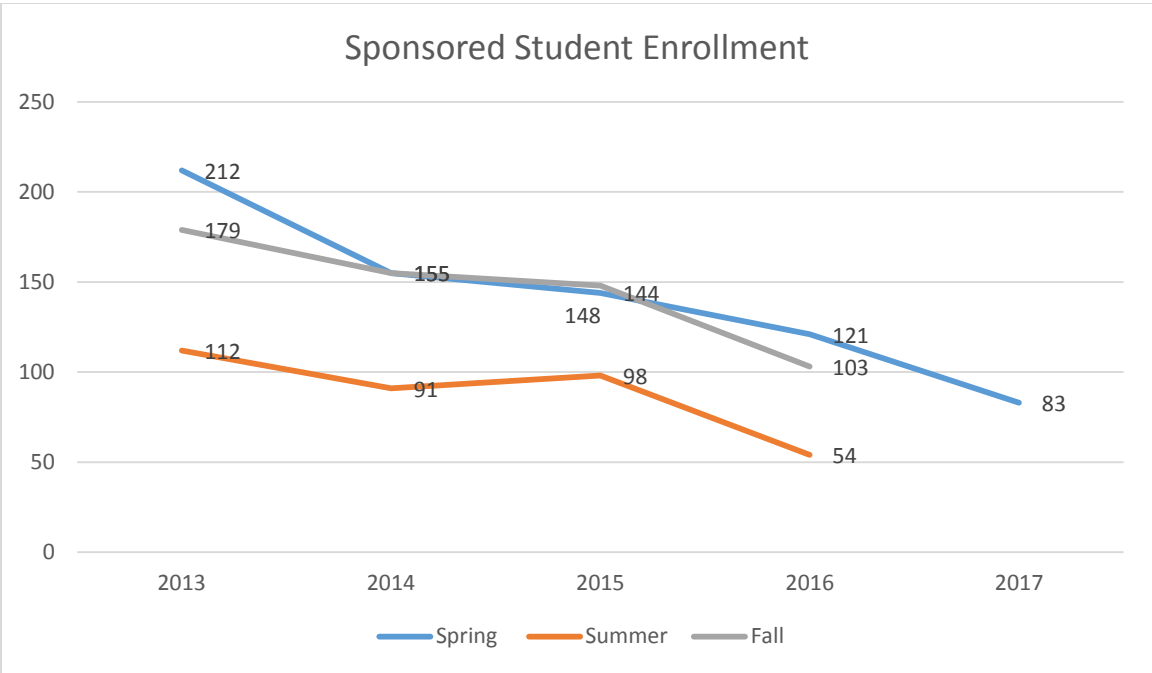
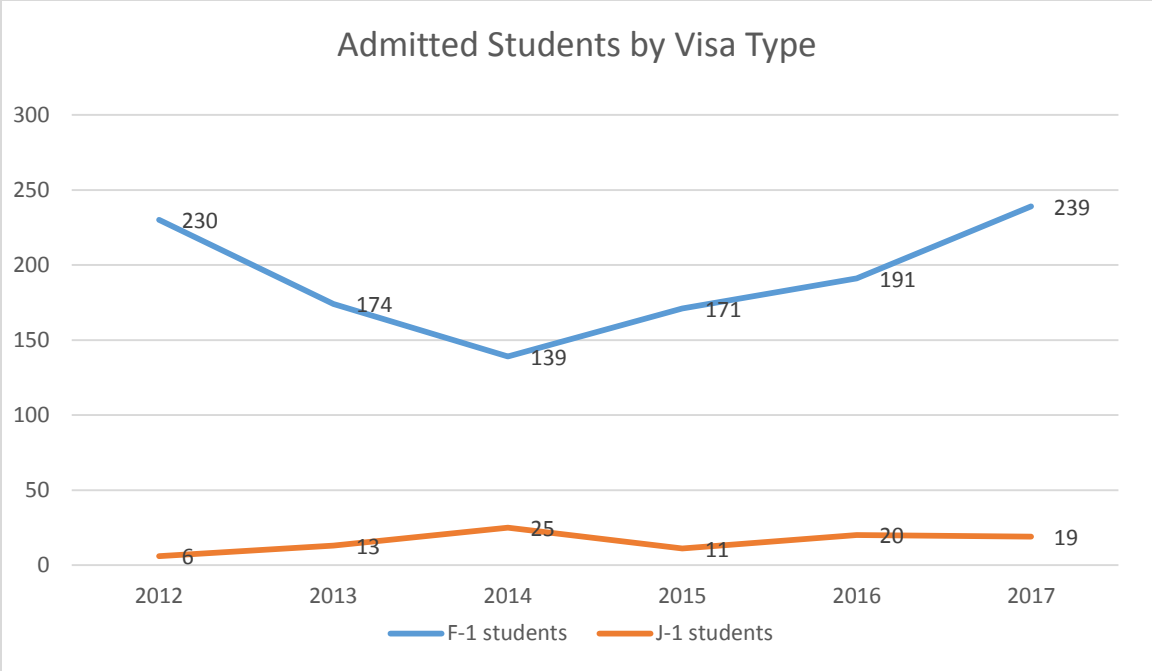
The average participation rate in extracurricular activities was only 19%. To help improve and increase the participation rate, a calendar of events was created to help plan yearly events and encourage participation. Events on the calendar that involve the community include International Banquet, International Education Week and

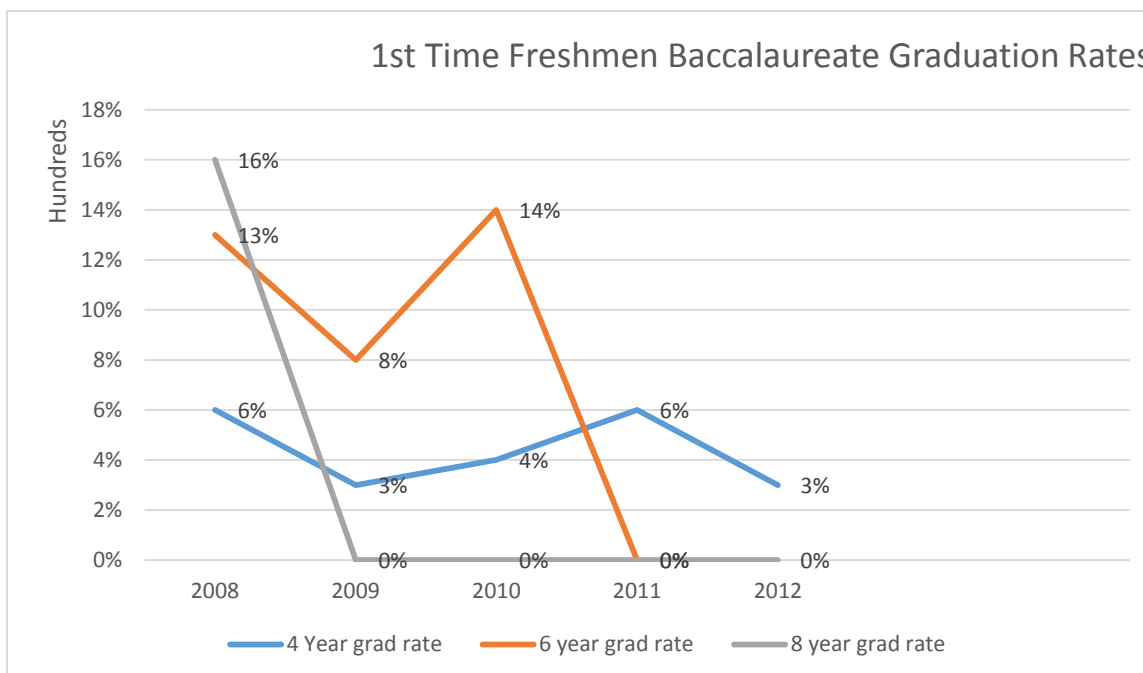
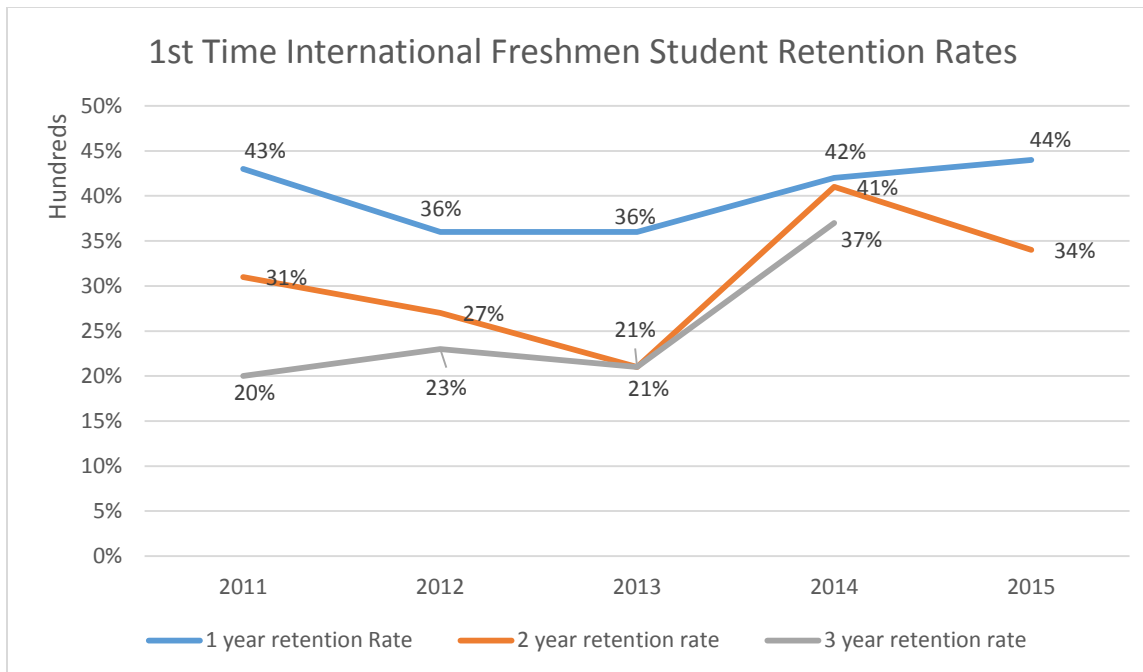
Thanksgiving dinner. These opportunities allow students to share their culture and learn from the community. By participating in these extracurricular activities, students will be able to recognize techniques for cultural adjustment, understand and define how participation in activities can translate to leadership development and make connections between curricular and experiential learning.

Data Collection

The ISSC is in the process of tracking the usage of programs and services through a benchmarking survey. Eleven universities that are similar to Weber State University have been identified for comparison in programs and services offered. Data collected from these institutions will be important in assessing both student and the ISSC needs and also pave the way for other improvement opportunities. The survey will be conducted in spring 2017.

The ISSC collects data through various avenues such as Accudemia that tracks student visits to the office and participation in office events. The ISSC also uses Tableau to track admission, retention rates and graduation rates of international students. The data also identifies students by country and visa type. The table below is an example of data collected through Tableau.





Determining international student retention is very illusive as there are a lot of varied reasons international students choose to leave an institution. These reasons are often in divergence with what the institution attributes. As the charts indicate less than half of

international students are retained at WSU in their first year. This is in contrast to Weber State University's retention rate which is slightly above 50%. The ISSC is assessing and developing strategies to increase these numbers. One of the goals of ISSC is to strive to understand the students' needs, expectations and satisfaction through an exit survey that will be given to students who apply for a transfer or graduation. In addition to the exit survey, a satisfaction survey will also be sent to students once a year to gather data that will be helpful in developing retention strategies. Since retention and graduation is not a one office responsibility, it will be important to collaborate with other areas to make positive changes in these areas.

SUMMARY

In summary, some major changes that have occurred over the past five years in the department include personnel changes and budget changes. The addition of the Dean of International Programs to oversee the International Student and Scholar Center has brought stability to the department. Although there has been budget increase over the past five years, the budget, however, has not been proportionate with departmental expenses. The ISSC needs to have its own budget for current expenses rather than relying on the recruitment budget. There needs to be a programming budget that is sufficient to support not only the students but the staff running the program. Programs such as the Friendship family, Buddy program, Orientation all contribute to retention of students. A travel budget for staff to attend pertinent conferences is crucial to maintaining federal guidelines and keeping both students and the institution in

compliance. To sufficiently serve students and effect these changes, it would require the ISSC to have an approximate budget of \$25,000.

The ISSC has had some accomplishments during this period. These accomplishments include hiring adequate staff, developing internal policies, collaborating with other departments to better serve the international student population. Major improvements needed in this department include having an open and welcoming area for our students and visitors. The ISSC is currently tightly packed with little room to move around and very old furniture. Improving the face of the office will bring a sense of pride to international students. Resources are needed for this improvement include: New modern furniture including tables, chairs, lounging chairs, computers, projector and screen, and mounted television.

The ISSC will also focus on strategies that will increase enrollment, retention and graduation rates by assessing programs already in place through surveys and questionnaires, focus groups and other qualitative methods.

The goal for this department is to be an effective and efficient office that promotes intercultural engagement and experiential learning as well as provide academic, immigration and personal services that enhances the professional success of the international students we serve at Weber State University.