


Chapter 10

Immigration Policies

A Case Study of Santa Cruz University

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ABSTRACT

Over the years, the United States has faced numerous challenges due to shifts in Immigrations Policies. This analysis aims to evaluate and provide some of the tools available to overcome some of the challenges that educational institutions and universities face when immigration policies affect their international students. In this analysis, Santa Cruz University (SCU) faces the problem of about 90% of its enrolled international students being unable to enter the United States due to recent changes in immigration policies affecting non-immigrant visas and student visa holders. Transactional Leadership Theory, Organizational Culture Theory, The Iceberg Model of Culture, and Change Management Theory are some of the methods and theories used in this analysis to evaluate possible solutions for SCU to be able to help their international students as well as to come up with strategic plans they can develop by maximizing the university resources.

INTRODUCTION

Organizations, agencies, and businesses often face challenges when immigration policies change. Immigration policies have a profound impact on our society because they impact a significant number of people with current and pending processes with immigration authorities. Often it is easy for people to underestimate these policies' impact nationwide and worldwide. Immigration policies directly affect the living and

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working conditions and legal rights of immigrants, the relations between immigrant and native populations, and divisions within society more generally (Beine et al., 2016). This is the case with Santa Cruz University (SCU), a small private institution known for the diversity of its enrolled students. SCU has an average of 39% of international students enrolled in its program. International students in the United States for the 2020-2021 academic year were around 914,095 in post-secondary institutions (Hanson, 2024).

One problem that SCU is facing is that, in recent times, there have been significant changes in immigration policies, not only immigrant visas but also non-immigrant visas. International individuals studying in the United States fall under two types of non-immigrant visas: F-1 Student Visas (academic students) and M-1 Student Visas (vocational students) (*Students and Employment* | USCIS, 2024).

PROBLEM STATEMENT

In SCU's case scenario, about 90% of their international students cannot enter the country due to stricter immigration regulations affecting F-1 and M-1 visa holders. This has created a great number of international students who now face many challenges regarding their academic programs and living arrangements. This evaluation analysis aims to find solutions and develop a comprehensive strategy to address this issue. Furthermore, it includes applicable methods and theories that will be recommended in the analysis.

LEADERSHIP THEORY

Transactional Leadership Theory

To address the issue at hand, the selected leadership theory recommended for SCU will be transactional Leadership theory, also known as management theory. When we evaluate the current immigration problem with the students, we understand that many parts play different roles.

For instance, we have the United States Government (USG), the Department of Homeland Security (DHS), U.S. Citizenship and Immigration Services (USCIS), universities, professors, students, students, relatives, etc., and they all play important roles. It is important that when making recommendations, we focus on the things and factors that we believe we can control. For this reason, transactional theory was selected. Some of the principal characteristics of this theory are that it focuses on short-term goals, favors structured policies and procedures, and sets goals and

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