

# Golden West College

## NON-INSTRUCTIONAL PROGRAM REVIEW

Spring 2016

**Department Name: Center for International and Intercultural Programs (CIIP)**

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\*Nicole Diamond reports to the Dean of Counseling and is based in CIIP.

# NON-INSTRUCTIONAL PROGRAM REVIEW PROMPT

## PROGRAM INFORMATION:

Assume the reader doesn't know anything about your program/department. Briefly describe your department and how your department supports one or more of [Golden West College's mission and goals](#). **This description will likely be used on your department's website.**

The **Center for International and Intercultural Programs (CIIP)** was formed in 2015. Three vibrant, complementary, and developing programs comprise the center: the *International Student Program*, *Study Abroad*, and the *Intercultural Program*.

The International Student Program (ISP) is a full-service office which recruits, admits, and provides comprehensive support services for prospective, new, and continuing international students on F-1 visas. Specialized support services include admissions and registration processing, orientation programming, dedicated academic counseling, visa-related regulatory advising, employment authorization processing, cultural adjustment programming, student success workshops, and comprehensive support navigating a new educational environment.

The Study Abroad office provides support for faculty and students interested in studying abroad. The program facilitates opportunities for students to gain international experience, thereby broadening their perspectives of the world, statistically improving their chances for academic success, and developing the skills essential to lifelong global citizenship.

The Intercultural Program (ICP) provides focused co-curricular programming that raises awareness, celebrates, and engages GWC students and the campus community with issues of cultural diversity. Events, activities, and excursions provided by the program serve to develop communication and leadership skills among our culturally diverse student body, as well as to foster an *inclusive, vibrant, and multicultural* learning environment that encourages participation among underrepresented student populations.

**Program Contributions:** Describe how your department contributes to the campus. Consider areas such as diversity, campus climate, student success, campus processes, student support, and other college goals below.

Fostering an “intellectually and culturally stimulating learning environment” is central to the mission of the college. CIIP is uniquely positioned to support that mission. The center's programs align with the college's commitment to excellence and innovation, and embody its core values of equity, inclusivity, diversity, and sustainability.

CIIP's three programs all contribute toward college goals related to instructional programming, student support services, campus environment, fiscal resources, and community engagement. At the same time, center initiatives are a driving force for college comprehensive internationalization and expanded global engagement.

The center offers unique services that benefit the students, college, and community:

- **Benefits for Students**

An understanding of the world stems from exposure to other countries and cultures. The center provides opportunities for students to engage with the world through co-curricular programming, study abroad, and contact with an international community of students on campus. Both local and international students must be knowledgeable about the international dimensions of their fields of study and develop the skills necessary to communicate with people of linguistic and cultural backgrounds different from their own. These are among the critical skills that students need to be responsible global citizens and to meet the challenges of the 21<sup>st</sup> century. CIIP programs build global awareness and competencies, develop civil communication and leadership skills, celebrate diversity, foster empathy for others, and broaden students' perspectives and worldviews.

- **Benefits to the College**

Along with enrichment of the academic and cultural environment, the expansion of international student enrollment contributes financially to the college. Revenue in the form of non-resident tuition, capital outlay fees, other student fees, contribute to the general fund. Student expenditures at campus auxiliary services, including the bookstore and food services also support those operations.

- **Benefits to the Community**

The international students attending GWC enrich the cultural diversity of the surrounding community and contribute economically in the form of expenditures on housing, living expenses, entertainment, transportation, and other services. In addition, international and intercultural co-curricular programs, such as on-campus town halls, festivals and excursions, invite the local community to engage with the college in unique ways and foster positive relationships among the college and its neighbors.

**College goals (check all that apply):**

- Institutional Mission & Effectiveness
- Instructional Programs
- Student Support Services
- Library and Learning Support Services
- Student Engagement
- Student Equity
- Human Resources
- Facilities & Campus Environment
- Technology
- Fiscal Resources
- Planning Processes
- District Collaboration
- Community Relations
- Business, Industry, Governmental Partnerships

**External Requirements:** Indicate any requirements that are imposed on your program/department by the state, federal regulations, or other external accrediting bodies (If applicable).

The college's eligibility to enroll international students on F-1 student visas is conditional upon compliance with Department of State (DoS) and Department of Homeland Security (DHS) policies pertaining to F-1 visa holders, as well as legal requirements outlined in Code of Federal Regulations section 8CFR214.2. Institutional compliance is monitored continuously by the Student and Exchange Visitor Program (SEVP) division of the DHS. Recertification as a SEVP approved school is required every two years. Maintaining certification requires the institution to comply with myriad requirements including, but not limited to:

- Timely reporting of F-1 student status regarding enrollment, employment, contact information, and violations of visa requirements;
- Maintenance of current institutional information on SEVP certificate (Form I-17);
- Proper issuance and administration of all visa-related documents (Forms I-20, etc); and
- Continual provision of adequate facilities, personnel, and instructional programs to meet the needs of international students.

SEVP monitoring is ongoing. Lapses in compliance may trigger out-of-cycle investigations. Recertification every two years requires a review of all international student service operations and GWC instructional programs which enroll international students.

## **REVIEW OF LAST CYCLE PROGRAM REVIEW**

Provide assessment of your previous program review initiatives. Summarize any accomplishments that your program/department achieved. (2 pg limit) [Link to Previous Program Review Reports](#)

The 2013 Program Review addressed the International Student Program only. There were seven specific objectives identified for ISP development:

1. Establish student mentoring program
2. Implement online application system for international students
3. Refine and fund strategic marketing plan
4. Distribute international student-related human interest stories via local media
5. Create a CCCD Int'l Programs recruitment video
6. Implement overseas ESL Placement testing

With regards to these specific objectives for ISP development, progress has been made only with item three: Refine and fund strategic marketing plan. A draft strategic marketing and recruitment plan has been written, and funding sources have been identified, though not yet formally approved.

Other items on the list of objectives have not been realized. However, the International Student Program, Study Abroad, and Intercultural Program have all achieved significant accomplishments since the 2013 review.

To begin, a new position was created and filled for a Director of International and Intercultural Programs, reporting to the Dean of Students. Subsequently, the ISP, SA, and ICP were restructured to comprise the Center for International and Intercultural Programs. Since implementation of these changes, several goals have been met:

### **International Student Program**

- A full-time, permanent dedicated international counselor position has been approved and filled. The counselor is located within the center and provides review of applicant transcripts, individual and group counseling, international orientation, and specialized workshops. The counselor is also developing transfer relationships with international admissions divisions of four-year universities.
- The center relocated to new (temporary) office space which is safer, more accessible, and more comfortable for students.
- MOUs with feeder intensive English programs (IEP) have expanded to twelve.
- One Intensive English Program partner, Kaplan International, relocated its center from Irvine Valley College to Golden West College, bringing 100+ prospective international students onto the GWC campus.
- The college's first agency recruitment contract was established with American Institute for Foreign Study (AIFS). This partnership recently yielded the first cohort of applicants from Austria/Germany for Fall 2016.
- International student enrollment has grown steadily.

### **Intercultural Program**

- The ICP has expanded its repertoire of student, campus, and community-serving programs, attracting larger numbers of participants, and involving increasingly diverse populations and contemporary issues.

### **Study Abroad**

- The center now provides a physical location on campus for students and faculty to contact for resources and support for study abroad. The center has advised students on application procedures, scholarship searches, safety concerns, and articulation of coursework. The center has also collaborated with faculty to provide information at fairs, deliver workshops for prospective participants, as well as pre-departure orientations.

## **SWOT ANALYSIS**

### Strengths:

- What does your program/department do well?
- What do you believe your students, potential employers, or transfer institutions see as your program's/department's strengths?

CIIP staff work collaboratively to fulfill the missions of three complementary programs. International students are provided exemplary service: Timely processing of applications and requests, expert academic counseling and immigration advising, and comprehensive

support with opportunities to integrate into campus life. The Intercultural Program events, activities, and excursions engage students, faculty, staff, and community members in examining contemporary issues of diversity and celebrations of cultures. And the recently integrated Study Abroad services are filling a need on campus for faculty and student support to improve participation rates.

#### Weaknesses:

- In what areas does your program/department need to improve?
- What are your program's/department's immediate needs?
- What limitations or barriers is your program experiencing?

The International Student Program needs to grow and diversify enrollment. There is overrepresentation of one country of origin. More strategic recruitment is needed to increase overall enrollment and to attract students from a range of countries. The ISP also needs improved technological tools, including an online application management system, an integrated Customer Relationship Management (CRM) system, full implementation of ISSM (the international student information database), and utilization of BDMS to manage international student documents. These tools will enable the program to engage in effective recruitment and well as transition to paperless operations for improved efficiency, record keeping, and reporting.

The most immediate need for improvement for the Intercultural Program is the training of a lead staff member to shepherd the program. A new staff person has been hired and will require continue training and professional development. Tasked with coordinating the program, the new leadership will focus on improved involvement of students and faculty in the planning and delivery of programs. In addition, the ICP needs to improve communication with faculty in order to better disseminate information about events.

The Study Abroad program needs to initiate coordination across the district to develop and adopt consistent and coherent protocols for program management.

Currently, program limitations are largely the result of a period of insufficient staffing. Areas needing improvement have been neglected due to constraints of time and capacity of staff. Key staff positions have recently been filled which should allow for progress in areas needing improvement.

#### Opportunities

- What opportunities exist for your program/department?
- What opportunities exist that may allow your program/department to expand/improve on efficiency?
- What external funding opportunities are available for your program/department?  
(If applicable)

- What partnerships/collaboration (internal, district-wide, external) can be established or expanded to the benefit of your program/department?

CIIP is positioned to take advantage of tremendous opportunities. To begin, a more robust staffing structure will allow for development in all three functional areas. Underutilized technological tools including ISSM and BDMS may be adopted to move toward retirement of paper processing of student files. New relationships with key partners including Kaplan International and AIFS Deutschland, if managed properly, may yield new streams of international students. Expanded collaborations with students and community partners present the opportunity for Intercultural programs with greater reach and educational potential. And closer partnerships with faculty interested in Study Abroad may allow GWC to increase outbound program options for students.

A re-imagining/restructuring of international student tuition revenue management would provide significant opportunities for CIIP program sustainability and growth. Re-investing a percentage of revenue in strategic recruitment and program development has the potential to grow international student enrollment, thus providing support for international and intercultural program enhancements, as well as greater financial contribution to the campus.

#### Threats/Challenges

- What challenges exist for your program/department?
- What budgetary constraints is your program/department facing?
- Are there upcoming changes to state and federal regulations that will impact your program? Elaborate.

One of the principle threats to the sustainability of the International Student Program is its lack of diversity. Overreliance on one international student market leaves the program vulnerable to political, social, and economic changes abroad which may impact enrollment. Improved recruitment efforts are necessary to mitigate that threat. CIIP is in need of a sustainable budget model that will allow for future-planning and the projected growth and development of international and intercultural programs. New sources of revenue, including that generated by Kaplan International on campus, needs to be managed to ensure continued support for international student recruitment efforts and CIIP program development.

## PROGRAM DATA AND ANALYSIS

### Measures of Scope of Program (Who does your department serve? How many do you serve?)

- Student      Number of Students Served: 1800
- Faculty      Number of Faculty Served: 20
- Staff        Number of Staff Served: 20
- Managers    Number of Managers Served: 10

### Measures of Effectiveness/Customer Satisfaction?

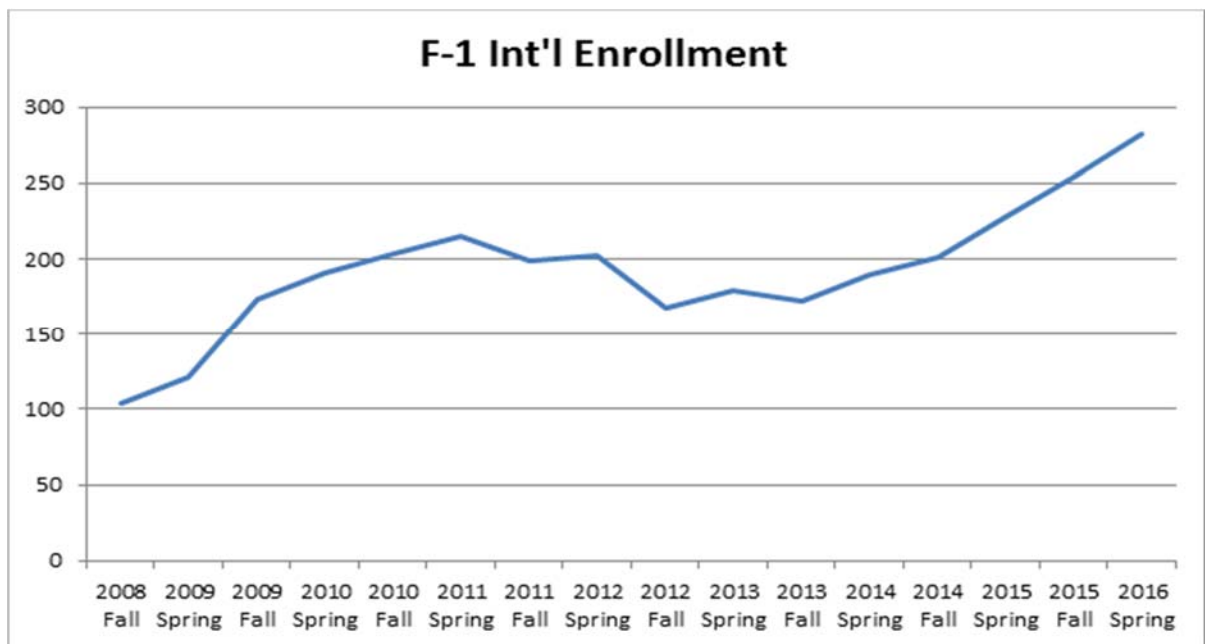
- What type of data did you use to measure customer satisfaction? Provide your analysis of the data.

No formal data was collected to measure customer satisfaction. Customer satisfaction indicators include feedback via email, phone, and in-person, as well as reviews on CIIP Facebook Pages.

- What type of data did you use to measure departmental accomplishments? Provide your analysis of the data

- F-1 International Student Enrollment Reports showing growth:

Semester	2013 Spring	2013 Fall	2014 Spring	2014 Fall	2015 Spring	2015 Fall	2016 Spring
F-1 Int'l Enrollment	179	172	190	201	228	254	282
% Change	7	-4	10	6	13	11	11



International student enrollment has increased 57.5% over the past three years.



- Attendance rates at recent Intercultural Program events:

Community Town Hall: Challenging Islamophobia (01/25/2016)	150
National African American Read-In (02/23/2016 & 02/24/2016)	200
Field Trip: California African American Museum (02/26/2016)	40
Holi Festival of Colors (03/23/2016)	120

### Measures of Efficiency/Productivity

- What type of data did you use to measure improvements in efficiency and productivity? Focus on:
  - o Time / Personnel / Other Resources

Data used to measure efficiency and productivity include International Student application tracking logs with dates and turn-around times and SARS records for tracking International Counselor advising appointments.

### Review of Budget/Expenditures

Provide a breakdown of your allocated budget and actual expenditures

(Please summarize here and provide excel spreadsheet of your budget as an attachment)

- 2015-2016 Summary:

Orgn	Account	Adopt Budg	Actuals
370501-Intercultural Program	1483-Certificated Hrly Other	\$400	\$0
	2333-Classified Hourly	\$0	\$10,913
	3002-Hrly Employee Benefits Holding	\$42	\$0
	4312-General Supplies	\$500	\$0
	4315-Supplies Technology	\$200	\$0
	5638-Service Maint Agreement	\$100	\$0
	5899-Other Services	\$0	\$288
370701-International Student Center	1463-Counselor Hourly	\$6,090	\$0
	1483-Certificated Hrly Other	\$850	\$0
	2333-Classified Hourly	\$3,978	\$26,433
	3002-Hrly Employee Benefits Holding	\$1,807	\$0
	4312-General Supplies	\$5,990	\$4,569
	4315-Supplies Technology	\$500	\$2,046
	4320-Copy Charges	\$0	\$35
	4321-Printing	\$2,000	\$0
	5202-CFCE Conferences	\$1,500	\$0
	5206-Mgmt Conferences	\$3,000	\$2,421
	5209-Hrly and Non Employee Conferences	\$200	\$0
	5219-Mileage Reimbursement	\$100	\$0
	5306-Subscriptions	\$860	\$0
	5320-Dues and Memberships	\$0	\$815
	5638-Service Maint Agreement	\$350	\$0
	5699-Software License Fees	\$0	\$573
	5831-Postage	\$500	\$0
	5850-Advertising	\$0	\$17,300
6412-Equipment Technology	\$0	\$1,180	
<b>Totals</b>		<b>\$28,967</b>	<b>\$66,573</b>

Budget worksheet is attached.

## PROGRAM PLANNING

Based on your analysis of previous program review and current data/information:

- **What does your program want to accomplish in the next three years?**

International student enrollment growth to reach 6% of overall enrollment, expansion of Intercultural Program events, activities, and excursions, and increased participation in Study Abroad among GWC faculty and students.

- **What areas does your program plan to improve?**

Recruitment strategies for international students, diversification of international student enrollment; quality of ICP programming; and support services for students and faculty interested in Study Abroad.

- **What specific actions will you take to improve upon those areas?**

Engage in direct overseas recruitment travel and participation in foreign recruitment fairs; develop relationships with recruitment agencies; enhance coordination with community partners and student groups, and pursue professional development training opportunities for faculty interested in leading Study Abroad programs.

- **How will you assess whether your program has accomplished those goals?**

International student enrollment data will assess progress on growth and diversification goals, satisfaction surveys for ICP events will evaluate effectiveness of programming, and participation rate data and number of Study Abroad programs will demonstrate progress in Study Abroad promotion and support.

## RESOURCE ALLOCATION

In order to accomplish those goals, what resources do you need? You will need to fill out the resource request forms and include them with your Program Review Report. [Link to resource request form.](#)

- Staffing
- Facilities
- Technology
- Equipment
- Funding for Professional Development

## Program Updates Checklist

(X) Department Contact Information is up to date: Department Chairs, full-time faculty, classified

(X) Organization Chart: Verify that it is up to date: (q:\college information\org charts) Report necessary changes to the Director of Personnel

### Program Manager and Dean's Review

**Complete this section after reviewing all program review information provided. Mgr and Dean's are to separately indicate the level of concern for the program that exists regarding the following Program Vitality Review (PVR) criteria. Add comments for any item marked with a 1 or 2.**

(Scale: 0 – No concern at all, 1 – Some concern, 2 – Serious Concern)

Mgr/Dean

(0) ( ) a. Significant declines in the quantity and/or quality of services from over multiple years

(0) ( ) b. Precipitous decline in participation in the program

(0) ( ) c. Significant change in facility and/or availability and cost of required or necessary equipment

(0) ( ) d. Scarcity of qualified faculty, staff, or management

(0) ( ) e. Incongruence of program mission with current college mission and goals, or state mandates, etc.

(0) ( ) f. Budgetary issues that warrant significant change in services provided

(0) ( ) g. Negative impact on other programs caused by the organization or management of this program

(0) ( ) h. Other \_\_\_\_\_

**Signatures, Individual Comments**

Department Head: Melissa Lyon

Date: May 2, 2016

Comments: None.

Dean:

Date:

Comments:

**No further review necessary**

**We recommend this program for Program Vitality Review**

Justification:

I have read the preceding report and accept the conclusions as an accurate portrayal of the current status of the program.

(mark (X) as a signature and type names)

(X) Melissa K. Lyon

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