Program Review

Purpose

"Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices" **– Academic Senate for California Community Colleges**

Data Driven Decision Making

Continual improvement
Evaluation of program resource needs
Fiscal stewardship and transparency
Culture of evidence

Reporting Cycle

Program Review will be conducted every two years beginning Fall semester 2021.

Reporting Cycle Activities	Timeline
Program Review forms posted on the Program Review website:	August 22, 2023
Data is available on the ORPIE website:	
• Instructional Program Review Dashboard	Available now
• Student Services Program Review Dashboard	*Coming August 28, 2023*
• State comparison data may be found on Data Mart or Cal-Pass Plus	Available now
Program Review Office Hours and Data Support offered in a hybrid format in the Language Arts (LA) Room 115 and by zoom.	See the Program Review website schedule information.
Program Review draft due via Dynamic Forms.	Friday, October 6, 2023
Review and Feedback Steps to Finalize Program Review:	
• Step 1a: *Technical Review* by IEC (for all) and Academic Senate (for any that include a faculty request). • See the technical review rubrics.	Friday, October 6, 2023
• Step 1b: *Content Review* by Deans/Director. Feedback due to author.	Friday, October 6, 2023
• Step 2: *Completed Revisions* submitted by author for final approvals by Deans/Manager and Vice Presidents. Final draft will address technical and content review feedback.	Friday, November 3, 2023
• Step 3: **Final Program Review Approvals** by Deans/ Manager, Vice Presidents, and IEC. ORPIE will post final draft to the website.	Friday, December 1, 2023
• Step 4: Funding Requests proceed through governance structure.	
• Depending on the request either the Vice President or the IEC will assign the Program Review to the appropriate committee(s), including Planning Council for prioritization.	Friday, December 1, 2023
• Committees forward recommendations to the Budget Committee	Friday, December 1, 2023

• Faculty Hiring timeline:	
• Academic Senate Q&A	Tuesday, November 14, 2023
• Senator Ratings due	Friday, November 17, 2023
• Academic Senate – Special Meeting to Review Rankings	Tuesday, November 28, 2023
• Prioritized requests for faculty positions will be provided by the Academic Senate to the Executive Team	Wednesday, November 29, 2023
▪ President makes final faculty decisions and reports to Senate at Special Meeting. ▪ Based on approved faculty positions, faculty submit search committee membership and supplemental questions to HR and the Academic Senate.	Tuesday, December 5, 2023
• Hiring committee participants appointed by the Academic Senate.	Tuesday, December 12, 2023
• The Budget Committee forwards all recommended non-faculty requests to the Executive Committee	Tuesday, December 12, 2023
• President announces all funded recommendations campus-wide	Monday, April 1, 2024

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AUTHOR INFORMATION

Employee ID (E# or C#): [   ]   First Name [Kaori]   Last Name [Nakama]

Wing [Student Services ▼]   Email Address [knakama1@gwc.cccd.edu]   Office Phone [51007]

_____

Dean/Manager First Name [Carla]   Last Name [Martinez]   Email [Martinez, Carla = cma ▼]

Vice President First Name [Claudia]   Last Name [Lee]   Email [clee243@cccd.edu ▼]

Program Review - Draft
*Student-Services-Program-Review---
International-Student-Program.pdf

Program Review - Final
Submission
*Student-Services-Program-Review---
International-Student-Program FINAL.pdf

This Program Review includes the following: *[None ▼]
Pick all that apply.

Faculty Request [-- Choose -- ▼]

Facilities, Technology, Equipment Request [-- Choose -- ▼]

Classified Request [-- Choose -- ▼]

This Program Review includes the following: *[None ▼]
Pick all that apply.

Faculty Request [-- Choose -- ▼]

Facilities, Technology, Equipment Request [-- Choose -- ▼]

Classified Request [-- Choose -- ▼]

Faculty Requests (up to 3) *One upload per request*	Faculty Requests (up to 3) *One upload per request*
Faculty Upload1	Faculty Upload1
Faculty Upload2	Faculty Upload2
Faculty Upload3	Faculty Upload3

Facilities, Technology or Equipment Draft Requests (up to 5)	Facilities, Technology or Equipment Update Requests (up to 5)
FTE Upload1	FTE Upload1
FTE Upload2	FTE Upload2

FTE Upload3	FTE Upload3
FTE Upload4	FTE Upload4
FTE Upload5	FTE Upload5

Classified Personnel Draft Requests (up to 3)	**Classified Personnel Updated Requests (up to 3)**
One upload per request	*One upload per request*
Classified Upload1	Classified Upload1
Classified Upload2	Classified Upload2
Classified Upload3	Classified Upload3

Supporting Materials (Optional)	**Supporting Materials (Optional)**
Upload1	Upload1
Upload2	Upload2
Upload3	Upload3

...3234313735

Kaori Nakama   11/08/2023
Author - Draft Signature
Date

...3131333235

Kaori Nakama   11/22/2023
Author - Final Signature
Date

Dean/Manager Draft Feedback

I have no further feedback.

FileUpload2

IEC Feedback

The program review has a few minor typos that may be addressed. Otherwise, the program review looks complete.

FileUpload4
Program Review Rubric Upload

Academic Senate Executive Board Feedback

FileUpload1
Program Review Rubric Upload

Dean/Manager Final Feedback

FileUpload2

...3633303437

Carla Martinez   11/22/2023
Dean/Manager Signature   Date

Vice President Feedback

> I agree with the goals of growing and diversifying our international
> student population as well as integrating students into the campus body.

FileUpload3

...3537333436

Claudia Lee   11/22/2023
Vice President Signature   Date

Downloaded to the following Committee Teams folder on: -- Choose -- ▾   [   ]

...3533323531

Lauren Davis Sosenko 12/01/2023
IEC Signature   Date

Dean/Manager - Feedback Signature	Electronically signed by Carla Martinez on 11/08/2023 4:58:32 PM
Academic Senate: Technical Review Signature	Signature not required
Academic Senate Signature	Signature not required
IEC: Technical Review Signature	Electronically signed by Lauren Davis Sosenko on 11/13/2023 3:51:21 PM

Program Review Request – Student Services
International Student Program

Program Review Purpose

"Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices" –Academic Senate for California Community Colleges, 2009

SUBMITTER INFORMATION

Submitter's First Name:	Kaori
Submitter's Last Name:	Nakama
Submitter's Email:	Knakama1@gwc.cccd.edu
Submitter's ID:	
Submitter's Phone Number:	X51007
Who is your Dean/Supervisor?	Dean Carla Martinez
Are you the Department Chair?	No

GENERAL PROGRAM QUESTIONS

Name of Program:
Center for Global and Cultural Programs

Please provide a brief description and any significant change in your program since the last Program Review cycle.
There has been a significant reduction of personnel including the departure of the former Director a year ago and the full-time classified staff that was the lead on Intercultural Programs. Overall, classified staff numbers decreased from 4 to 2 staff members. This reduction has let to a discontinuation of study abroad and intercultural programs was moved to Student Life. With the loss of the director and with budget constraints, recruitment travel has been haulted. In addition, the number of student assistant employees have been reduced from 4 to 1 making frontdesk coverage a challenge to effectively serve students.   Technology advances have been made and we have implemented a fully online international student application form via Dynamic Forms and will be transitioning to Slate in the near future. We have adapted an integrated CRM: Slate.   There has been an increase in the number of recruitment agency agreements which leads to increased international student enrollment.

What are your program's strengths?

International students are provided exemplary service by ISP:
Timely communication and processing of admission inquiries and admission applications, individualized personal, academic, and carerer counseling, immigration advising, and comprehensive support with opportunities to integrate into campus life. CGCP personnel are well trained and remain informed on trends and best practices in the fields of international and intercultural education through continuing engagement in conferences, professional development trainings, and other educational opportunities.

What are the challenges for your program? (If there are regulations or requirements for your program that require additional support, please note those here)

CGCP needs to grow and diversify international student enrollment. Several challenges exist at this time which will need to be overcome in order to accomplish these goals. Most significant among the current challenges is the recent national decline in international enrollments at U.S. IEPS, colleges, and universities due to factors such as the recent global economic hardship and instabilities. Another external challenge ISP faces is the limited affordable housing options available to international students in the surrounding area. CGCP has struggled to secure new housing partners due to limited resources and funding.

Coupled with these external trends, the international student enrollment at GWC is also vulnerable due to overrepresentation of one country of origin (Vietnam), as well as increasing competition among California Community Colleges locally and across the state. Decrease in staffing, funding, and recruitment travel also poses a challenge to the program efforts to diversify international student enrollment.

How has your department/program utilized SAO (Student Activity Outcome) results to make changes or improvements to your services?

CGCP has been guided by the SAO in our continued dedication to offer comprehensive services to our students: application support, admissions processing, general advisement, course registration, orientation programming, academic advisement, visa regulatory advisement, housing support and homestay placement services, transfer guidance, student success programming. All of our services have expanded in modality to offer a virtual/online option to adapt to new student needs for flexibility and to improve communication and efficiency.

How does your department/program support the goals of diversity, equity, inclusion, and accessibility?

CGCP proactively supports the goal of diversity, equity, inclusion, and accessbility by recruiting and supporting international stuents from over 40 countries. ISP promotes equity by recognizing the unique challenges international students face and providing intentional services to ensure their needs are met in areas such as housing, mental and physical health, academic and career counseling, immigration advising, and social support networks. ISP also enhance inclusivity and accessibility for

international students throuh cross-departmental collaboration and advocacy to expand opportunities and support available to international students.

How does your department/program collaborate with other areas on campus to advance student success?
CGCP proactively collaborates with other areas on including Campus Life, Academic Success Center, Counseling, Career Center, Transfer Center, Student Health Center, DSPS, Guardian Scholars, etc. to create and promote opportunities for international students to be active and integral participants of the campus community. ISP has collaborated with these departments to offer workshops, employment opportunities, and social engagement activities.

How does your department/program utilize technology to support student success?
CGCP has adapted several new technologies to support student success: MS Livechat on the website to improve communication, Canvas for supplemental orientation course, Zoom for flexible counseling and advising, Dynamic forms for online application and form submissions, and SignalVine for engaging students via text. CGCP has implemented a complete overhaul of the website for prospective and new international students to provide clearer guidance on the application and the on-boarding process. CGCP also continues to utilize social media as a student engagement and informational platform, and has more than doubled the followers on its Instagram page since Fall 2020.

KEY PERFORMANCE INDICATORS

Unduplicated headcount:	Enrolled 2022-2023: 400 Applicants: 222
Duplicated headcount (served):	1151
Number of students eligible for services:	400
Number of new students served:	123
Number of returning students served:	277

Demographics (C0 #'s to be provided to Institutional Research for demographic breakdown):
Will need to attach updated ARGOS for 2022/2023

Outside of hiring new faculty or staff, please discuss the data trends above, and your plans for serving more students.
There has been a decline in number of enrolled international students, reflecting a nationwide trend. Overall international student enrollment in the U.S. declined drastically between 2020-2021 due to the COVID-19 pandemic. Nationwide trends from OpenDoors report indicate postivie trajectory

towards recovery from this decline, however, challenges still remain such as the continued decline of students from China and delayed visa appointments at U.S. embassies in Vietnam, Africa, and more.

At GWC, Vietnam is still the leading country of origin for international students at 35%, followed by Germany at 11.75%, Japan at 11%, and China at 8%. It should be noted that students from Japan and China are mostly part-time students. Large majority of international students are within traditional college age range of 18 to 24. There are more female international students than male students.

We currently do not have accurate racial/ethnic breakdown for international students as we do not use CCCApply, and the international student application does not collect that data. The collection of this data should be included in the new international application currently being developed through Slate.

Plans for serving more students include expanding international recruitment agency partnerships and implementation of Slate, a newly adapted CRM system. Slate will enable ISP to engage in targeted marketing campaigns with leads generated by marketing partners including IDP and Study in the USA. A new online applciation will also be launched via Slate for Spring 2024, which will enhance automation and efficiency through integration with Banner.

PROGRAM-SPECIFIC QUESTIONS:
INTERNATIONAL STUDENT PROGRAM

How has the International program increased diversity of international students (home country)?

CGCP increased international students country of origin from 36 countries in Fall 2019 to 43 countries in Fall 2023. Efforts that contributed to this increase include new agency agreements, targeted marketing projects, and recruitment by the athletics department.

What methods has the program used to promote the successful transition and acculturation of international students to GWC?

CGCP promtoes successful transition and acculturation of international students through a comprehensive on-boarding process that starts prior to their arrival in the U.S. This begins with a pre-arrival orientation Canvas course for new students. The academic counselor offers individual and group counseling that is mandatory for every new incoming international students. Once new students arrive in the U.S., they are required to attend a half-day orientation scheduled a week prior to the semester that provides an overview of the U.S. education system, academic expectations, F-1 regulations, campus resources, and community building. They are also encouraged to attend the Fall Kick-Off Day. The support for successful transition continues throughout the semester through individual academic and career counseling, immigration advising, and tailored workshops on topics including employment and health insurance. To support successful acculturation, CGCP offers a series

of social activities aimed for exposure to the U.S. culture and community building throughout the year: events and fieldtrips in collaboration with OCC and CCC, International Education Week events, Thanksgiving lunch with Guardian Scholars, and promotion of the international club as well as other student organizations. CGCP also utilizes its social media accounts to promote on campus events and local highlights.

What resources are available to international students to increase their success and completion?

International students have both dedicated and general campus resources available to them to increase their success and completion. Dedicated services include a academic and career counseling with a designated international student counselor, dedicated immiration advising, and targeted social engagement opportunities and cultural events hosted by CGCP. International students are also encouraged to use the student health center for both mental and physical services, the Learning Resource Center, DSPS, Transfer Center, Career Center, Campus Life/ASGWC, and Student Equity resources (food pantry, chromebook loans, free bus pass). International students are also eligible to apply for several scholarship, three of which are specific to international students.
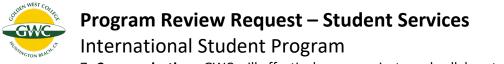
GOALS AND REQUESTS FOR FUNDING

Requests – If you are requesting any of the following, they MUST be addressed within your Department goals. These forms must be submitted separately from the Program Review.

- Faculty
- Equipment, Facilities, Technology
- Support Staff

GWC Strategic Plan Goals Legend
1. **Enrollment:** GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services.
2. **Equity and Success:** GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success.
3. **Completion:** GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services.
4. **Workforce Preparation:** GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.
5. **Facilities:** GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, staff, and communities.
6. **Professional Development:** GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of the College Goals.

7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

GOALS FROM PREVIOUS PROGRAM REVIEW CYCLE

Please refer to your previous Program Review cycle and summarize all outcomes for each goal.

Summary and Outcomes of Previous Goals (from the last Program Review) including resource requests and if they were funded or not.
Goals from the previous review cycle included the following: 1) grow and diversify international student enrollment, 2) offer two new Study Abroad program options, and 3) improve assessment measures for intercultural programs.   Goal 1 was met partially as enrollment numbers declined but diversity of the students increased.   Due to discontinuation of Intercultural Program and the Study Abroad program under CGCP, goals 2 and 3 were not met.

GOALS FOR CURRENT PROGRAM REVIEW CYCLE

Current goals should be connected to GWC's Strategic Plan Goals.

GOAL 1 (Required)

Description of goal:
Grow and diversify international student enrollment.

What actions will be taken to accomplish the goal?
CGCP is currently in the process of hiring a new director whose leadership can help us build a strategic recruitment plan. CGCP will continue to expand and diversify agency agreements, as well as monitor, nurture, and strengthen existing partnerships to increase the number of students they send. We will incorporate Slate for our marketing and applications to better track and engage our prospective students and applicants to improve the lead-to-application conversion rates through targeted marketing efforts. We will also continue digital marketing campaigns through international marketing vendors.

What metric will you use to measure your goal?
Slate will be used to measure prospective student interactions, engagements, and lead-to-application conversation rates. Combination of application reports and ARGOS reports will be used to track application to enrollment conversion rates. Finally, agency performance/ROI will be tracked through application reports and commission payments.

Which of the College's missions and goals does this goal support? (check all that apply)

☒ Enrollment

☐ Equity and Success

☐ Completion

☐ Workforce Preparation

☐ Facilities

☐ Professional Development

☐ Communication

GOAL 2 (Required)

Description of goal:
Increase programming to promote acculturation & integration to the campus.

What actions will be taken to accomplish the goal?
CGCP will explore further opportunities for cross-departmental and district-wide collaboration to host events, activities, and workshops that will promote positive acculturation, campus integration, and community building. CGCP will also support the international club to promote active participation from international students and the larger student body. CGCP will aim to hire a professional expert to support this expansion of programming for international students.

What metric will you use to measure your goal?
To measure this goal, the number of events and student participation will be tracked through either the GWC App or Slate. CGCP will also incorporate surveys at the end of the event to assess student experience and sastisfaction.

Which of the College's missions and goals does this goal support? (check all that apply)

☐ Enrollment

☒ Equity and Success

☐ Completion

☐ Workforce Preparation

☐ Facilities

☐ Professional Development

☐ Communication

GOAL 3 (Required)

Description of goal:

Create opportunities for students to gain foundational skills for career readiness.

What actions will be taken to accomplish the goal?

Coordinate with Career Center to offer workshops on soft skills, resume buidling, and interviewing skills targeted for international students. CGCP will continue to offer employment workshops to inform students of employment authorization options.

What metric will you use to measure your goal?

Number of workshops offered and attendance at workshops.

Which of the College's missions and goals does this goal support? (check all that apply)

☐ Enrollment
☐ Equity and Success
☐ Completion
☐ Workforce Preparation
☐ Facilities
☒ Professional Development
☐ Communication

OTHER INFORMATION

What additional information would you like to share about your program?

Click or tap here to enter text.

Submitter's Signature: Click or tap here to enter text.　　**Date:** 11/8/2023

Supervisor's Review

As the supervisor of this program, I have reviewed this request.
☐ No concerns
☐ I have concerns

Comments: Click or tap here to enter text.

Supervisor's Signature: Click or tap here to enter text.　　**Date:** Click or tap to enter a date.

Vice President's Signature: Click or tap here to enter text.　　**Date:** Click or tap to enter a date.