

**2020-2023 Comprehensive Program Review
International Student Center
Student Services**

Section 1: Program Information

A. Members: List all staff in your department or program.

1. Michael Aguilar, International Student Technician
2. Anthony Giammalva, Counselor
3. Coe Lamoureux, Supervisor, International Student Center
4. Mary Mincer, International Student Technician

B. Organization Chart

- Supervisor, International Student Center (1 – 100%)
- Counselor (1 - 100%; 1 Adjunct – 7 hours)
- International Student Technician (2 - 100%)
- Student Workers (4 – 5)

C. Briefly describe your program, including program components and function.

The International Student Center (ISC) maintains communication and compliance with United States Citizens and Immigration Services (USCIS) and supports the services required to admit and retain international students with F-1 visas. Additionally, the ISC coordinates all aspects of recruitment, admissions, orientation, counseling, retention, graduation and transfer of international students. The program provides international students with services such as academic counseling and international student visa assistance. The ISC also helps students adjust to their new educational environment by providing information on campus safety, college organizations, health insurance, and housing options. Additionally, the ISC also works with other departments on activities that promote cross cultural understanding at Citrus College.

D. Describe how your program interacts or collaborates with other on- and off-campus programs.

1. The ISC coordinates and consults with faculty and staff on an as-needed basis in matters related to international students. The ISC takes part in various committees such as Student Services Committee (SSC), Enrollment Management, and Guided Pathways Business and Information Technology to strengthen the implementation of strategic planning goals across the campus.
2. The ISC works with the Counseling and Advisement Center and Career/Transfer Center to assist students with their educational objectives and academic progress. The ISC also works with the Student Wellness Center to provide personal counseling for students.
3. The ISC works closely with the Dean of Language Arts and the Dean of Enrollment Services with regard to scheduling and student issues. The ISC staff attend the ESL department meetings as needed as international students often make up more than half the program's enrollment.
4. The ISC coordinates F-1 student enrollment and registration with Admissions and Records. The programs collaborate in resolving specific issues related to international student registration and petitions.

E. How is your program funded?

The ISC is primarily funded through the General Fund. Additional revenue sources include an administrative fee from the college's international student health insurance provider earmarked toward promotion of the health insurance program and revenue from the international student application fee. Both the student fee and the health insurance administrative fee are deposited into an ASO account.

The college receives revenue from the nonresident tuition and capital outlay fees that international students pay. In the three academic years covered by this program review, international students generated \$7,823,815 in nonresident tuition and capital outlays fees that were deposited into the college's general fund and capital outlay fund.

Section 2: Mission

A. College Mission:

Citrus College provides students with quality educational experiences and support services that lead to the successful completion of degrees, transfer, certificates, career/technical education and basic skills proficiency. The college fosters academic and career success through the development of critical thinking, effective communication, creativity, and cultural awareness in a safe, accessible and affordable learning environment. In meeting the needs of our demographically diverse student population, we embrace equity and accountability through measurable learning outcomes, ethical data-driven decisions and student achievement.

B. Provide your program's mission statement and purpose.

The International Student Center (ISC) delivers comprehensive support programs and services for current and prospective international students, contributing to the campus community's enrichment by actively recruiting students from diverse countries worldwide.

The ISC efficiently manages student enrollment, F-1 student data, clearances, and registration. It also plays a pivotal role in assisting students with housing and transportation, coordinates counseling services, facilitates engaging activities with other programs, and ensures the seamless progression of students through retention, graduation, transfer, and Optional Practical Training (OPT).

C. How does your mission statement and purpose align with Citrus College's mission?

The ISC supports the mission of the College by providing programs and services that lead to successful completion of degrees, transfer, certificates, career/technical education and basic skills proficiency while increasing cultural awareness and increasing the diversity of the student body.

Section 3: Student Experience

A. Summarize the survey results from the SSPR Survey (see Appendix A). Please focus on trends and address student feedback/comments.

In collaboration with the Office of Institutional Research, the International Student Center conducted a survey distributed to 178 students, with 36 students actively participating. Among the participants, 24 chose the online survey questionnaire, while 12 completed the paper version, resulting in a survey response rate of 20%. The feedback received across the eight satisfaction areas was overwhelmingly positive.

Noteworthy findings from the survey include:

- About half of the respondents conveyed a high level of satisfaction with the International Student Center's services, expressing a desire for the continuation of its commendable efforts.
- Approximately half of the respondents expressed gratitude for the counseling sessions.
- One-third of the participants suggested that the center should host more events, create additional social opportunities for international students, and foster a greater sense of belonging among them.
- Approximately 15% expressed a desire for the center to sustain its ongoing efforts.
- Another 15% found the workshops, events, and activities organized by the center to be helpful.
- Students commended the staff in the International Student Center for their friendliness and dedicated approach to their roles.

These valuable insights will contribute to enhancing the center's services and meeting the diverse needs of the international student community.

B. Compare these survey results with results from previous program review.

This is the first year that the survey was implemented, therefore the program is not able to see trends from previous program reviews.

Section 4: Program Analysis and Planning

A. Describe the population you serve and analyze the trends in enrollment, success, retention, etc.

1. Access – Describe how this program is accessible to students.

Admission of international students mirrors the college’s general admission requirements for credit students. The ISC makes every effort to provide students, families, agencies, and advisors with the necessary information to successfully apply and enroll at Citrus College. The ISC provides information through publications, the ISC webpage, the ISC monthly newsletter, presentations, as well as overseas in-person and virtual recruitment activities.

Below are the demographic data for enrolled international students for the past three academic years. An international student is defined as any student with foreign residency studying with an F-1 or M-1 visa.

2. Demographics

| Age | 2020-21 | | 2021-22 | | 2022-23 | |
|--------------------|------------|-------------|------------|-------------|------------|-------------|
| 19 or younger | 131 | 25% | 70 | 30% | 103 | 34% |
| 20 to 24 | 305 | 58% | 108 | 46% | 121 | 40% |
| 25 to 49 | 91 | 17% | 58 | 24% | 77 | 25% |
| 50+ | 2 | 0% | 1 | 0.4% | 5 | 2% |
| Grand Total | 529 | 100% | 237 | 100% | 306 | 100% |

| Gender | 2020-21 | | 2021-22 | | 2022-23 | |
|---------|---------|-----|---------|-----|---------|-----|
| Female | 232 | 44% | 103 | 43% | 133 | 43% |
| Male | 294 | 56% | 130 | 55% | 172 | 56% |
| Unknown | 3 | 1% | 4 | 2% | 1 | 0% |

| | | | | | | |
|--------------------|------------|-------------|------------|-------------|------------|-------------|
| Grand Total | 529 | 100% | 237 | 100% | 306 | 100% |
|--------------------|------------|-------------|------------|-------------|------------|-------------|

| Ethnicity | 2020-21 | | 2021-22 | | 2022-23 | |
|---------------------------|----------------|-------------|----------------|-------------|----------------|-------------|
| Asian | 461 | 87% | 183 | 77% | 238 | 78% |
| Black or African American | 13 | 2% | 11 | 5% | 7 | 2% |
| Hispanic/Latino | 21 | 4% | 13 | 5% | 7 | 2% |
| Two or more races | 4 | 1% | 2 | 1% | 5 | 2% |
| White | 14 | 3% | 13 | 5% | 24 | 8% |
| Unknown | 16 | 3% | 15 | 6% | 25 | 8% |
| Grand Total | 529 | 100% | 237 | 100% | 306 | 100% |

Due to the global pandemic as well as political and economic turmoil affecting Latin America, East Asia and South East Asia, the number of international students decreased dramatically from 529 students in 2020-2021 to 306 students in 2022-2023, a decline of 42%. The number of Asian students saw the steepest decline whereas the number of white and unknown students saw the largest increase. The proportion of students between the age for 20-24 decreased from 58% of international students to just 40% of all international students in the three-year period.

3. Number of degrees and certificates awarded.

| Number of degree/certificates awarded to international students | 2020-21 | 2021-22 | 2022-23 |
|--|----------------|----------------|----------------|
| Associate Degrees | 74 | 55 | 50 |
| Credit Certificates | 60 | 37 | 48 |
| Total degree and certificates | 134 | 92 | 98 |

| Number of degree/certificates awarded campus wide | 2020-21 | 2021-22 | 2022-23 |
|--|----------------|----------------|----------------|
| Associate Degrees | 2,510 | 2,136 | 1,748 |
| Credit Certificates | 2,370 | 2,230 | 1,981 |
| Total degree and certificates | 2,370 | 2,230 | 1,981 |

The decrease in degrees and certificates during the pandemic period is due to the dramatic decrease in the number of international students attending Citrus College.

B. Based on your analysis, what is the future plan for your program?

The ISC strives to increase enrollment to pre-pandemic levels as quickly as possible. Citrus College ranks as the California community college with the highest admissions rate to the University of California System for community colleges with at least 40 applicants. The college has had that distinction in two of the last three years.

Due to the significant pre-pandemic enrollment of two-thirds of international students at Citrus College from China and the adverse effects of the triple factors (COVID, geopolitics, and economic challenges) particularly affecting China, the decline in international student enrollment has hit Citrus College particularly hard. To counter this, the ISC has broadened its recruitment efforts by participating in fairs in Brazil, Canada, Japan, South Korea, and Taiwan throughout 2022-2023 after a hiatus in 2020 and 2021. To further diversify, the program is exploring potential markets like Cambodia, Colombia, India, Mexico, Myanmar, and Peru, using online marketing and virtual and direct outreach for engagement.

C. PLO/SLO Assessment: Describe how your program has assessed program learning outcomes and student learning outcomes over the last three years and what you found from these assessments. Attach any relevant reports or other evidence to substantiate your narrative analysis. Include reflections and recommendations based on your analysis of the findings.

On an annual basis, the ISC evaluates one program learning outcome each year, focusing on its two Program Level Outcomes:

- ISC SLO 1: Ensure that international students successfully achieve their academic goals at Citrus College
- ISC SLO 2: Assist international students through both internal and external processes necessary to study in the U.S. as an F-1 student.

Over the past three years, the program has successfully assessed both outcomes. In evaluating the first outcome, international students were invited to complete a survey after their counseling appointments to gauge their satisfaction with counseling services. A total of 117 students responded to the exit survey, revealing that 94% of them were satisfied with the counseling services provided at Citrus College. This result exceeded the success criteria set the previous year, which aimed for at least 70% satisfaction. Given the overwhelmingly positive response, the program concluded that no changes were necessary, and it plans to reassess this service in the future to ensure its continued high quality.

Similarly, the ISC conducted a survey of international students upon completion of their applications to assess their experience with the application process. According to the survey, 81% of students expressed satisfaction with the application process. The ISC was pleased with the survey results, particularly given that only 7 out of 422 students provided negative feedback on the application process. Currently, the ISC is collaborating with TeCs on implementing the international CCCApply application to further enhance the application experience for students.

D. Document accomplishments and/or improvements since your last program review.

2020-2021

1. Outstanding Transfer Admission Rate: Citrus College achieved a remarkable 94% admission rate for international student transfers to the University of California System, securing the top spot in this category among California community colleges.
2. Adaptation to Online Services: Navigating the challenges of the pandemic, the ISC successfully transitioned its program services online, ensuring continued support for international students. Despite a 50% reduction in enrollment caused by COVID-19, the program's dedication to assisting students remained steadfast.
3. Online Support Events: The ISC organized a series of well-attended online events, including a popular "Conversation Corner," addressing F-1 visa matters and USCIS issues, and fostering a sense of community among students.

4. Collaborative Initiatives: Collaborating with campus organizations, the ISC hosted online Peer Friendship Social events, an International Culture event, and festive Zoom gatherings, demonstrating a commitment to student engagement and cultural exchange.

2021-2022

1. Virtual Engagement Across Regions: The ISC actively engaged with international audiences through participation in 12 virtual fairs spanning Latin America, Southeast Asia, Asia, India, and Europe, fostering connections with prospective students worldwide.
2. Website Enhancement: Significant improvements to the ISC website were implemented to enhance user experience, focusing on streamlined content and improved navigation, reflecting our dedication to providing a user-friendly experience.
3. Innovative Marketing Materials: Fresh marketing materials strategically designed to attract prospective students were created, and social media contact information was integrated into the student application, ensuring effective communication channels.
4. Translation Services for Diverse Outreach: Recognizing the need for broader outreach, the ISC translated marketing materials, facilitating effective communication with non-English-speaking audiences during recruitment travel.

2022-2023

1. Continued Excellence in Transfer Admissions: Citrus College regained its top position with a remarkable 95% admission rate for international student transfers to the University of California.
2. Global Grooves Program Launch: Collaborating with international students, the ISC launched the Global Grooves program, showcasing musical and dance performances, attracting over 50 participants at each of the two semester events.
3. Enhanced Student Giveaways: The ISC developed innovative marketing materials including luggage tags, key chains, and stickers, providing direct giveaways to students, fostering a sense of community and pride.
4. Facility Enhancements: With the support of the VPSS, the ISC underwent improvements including new flooring, additional storage, and a vacant office reconfiguration and upgrade to a conference room, creating a more conducive environment for students and staff.
5. Partnership with Duarte High School: The ISC developed a new collaborative pathways program with Duarte High School that includes a webpage promoting the cross-enrollment opportunities and a trifold that is given at international recruitment events.

E. Document program challenges/obstacles since your last program review.

Over the past three years, the program has confronted substantial challenges related to the pandemic, geopolitics, and economic challenges, resulting in a notable 42% decline in international student enrollment in three years. Some of the revenue of the International Student Center is directly tied to the revenue collected by the number of applicants (application fee) and the number of students who enroll (health insurance). These funds are deposited into an ASO account and provide resources for marketing, recruitment, and programmatic expenses. The low enrollment has reduced availability in these funds, which limit funding for marketing and recruitment activities.

As colleges nationwide initiate efforts to rebuild their international student enrollment, a growing trend involves the payment of fees to agents for student referrals. Numerous leading international student community college programs across the United States have successfully integrated paid agents into their recruitment strategies. Leading and nearby institutions such as Santa Monica College, Orange Coast College, Mount San Antonio College, East Los Angeles College, Glendale Community College, and Fullerton College in

the Los Angeles region have demonstrated the effectiveness of this approach in achieving enrollment goals and enhancing the diversity of their student cohorts. The exploration of paid agents may be a worthy investigation in future years at Citrus College.

F. Summary of Past Recommendations and Goals: Describe the progress made on your recommendations and goals from the last comprehensive program review.

The ISC has made substantial progress on the recommendations and goals outlined in the prior comprehensive program review. Key achievements include the successful addition of counseling and advising staff, with the approval of an international counselor, contributing significantly to program enhancement.

Moreover, collaborative efforts with the ESL department resulted in the development of a revised ESL program aimed at better preparing international students for university transfers and in the creation of an ESL program certificate. Additionally, a fruitful collaboration with the Citrus College Honors Transfer program led to a Peer Mentor Program for new international students, which existed for approximately two years.

Several other successful goals were achieved during this period, encompassing the enhancement of promotional efforts through the revision of marketing materials and the implementation of a new database/customer relations management system called TerraDotta. This system not only streamlined program operations but also significantly improved overall efficiency.

Despite these successes, the ISC encountered challenges in launching additional success workshops and group learning opportunities in the ISC Lounge and SS 166. This was attributed to shifting demand as a result of the pandemic, which necessitated a reassessment of service delivery.

Lastly, the ISC successfully researched and developed a comprehensive marketing plan targeting under-represented international populations at Citrus College, reinforcing the program's commitment to diversity and inclusivity.

Section 5: Ensuring Equity and a Commitment to DEIA+ in Student Services

A. Describe how your program addresses the needs of underrepresented student populations and delivers equitable student services.

The International Student Center plays a pivotal role in cultivating a global perspective at Citrus College. The enrollment of international students not only enriches the college's diversity but also elevates global insights in classroom discussions, fostering cross-cultural understanding. While international students are not factored into numerical analyses of equity gaps, their noteworthy academic achievements contribute to an environment of higher academic attainment. Furthermore, their presence plays a vital role in boosting college revenue, facilitating resource expansion. The ISC's dedication to acknowledging and supporting the needs of underrepresented populations aligns seamlessly with the broader goal of promoting diversity, equity, and inclusion at Citrus College.

B. How do you serve students regardless of service location or delivery method?

The ISC is committed to ensuring the accessibility of its services regardless of location or delivery method. The introduction of the TerraDotta (TDS) student information system enhanced online accessibility, contributing to the adaptability of our services to meet the diverse needs and preferences of our student

population. The ISC also drastically shortened the application process, allowing for much quicker admission process, removing barriers for students.

Section 6: New Program Goals

- A. List 2-4 program goals you wish to accomplish during the next three years. Please connect each goal to at least one campus initiative/plan (Strategic Plan, EFMP, SEAP 2.0, Guided Pathways, Technology Plan, Sustainability Plan, Transfer Plan, Other: _____).**

Goal 1: Implement International CCCApply, improving the application process for international students and reducing the difficulties international students have in applying as a result of security changes made to combat increased domestic fraud in enrollment and financial aid.

Strategic Plan Strategy 1.2 - Increase participation of incoming students in activities designed to facilitate their transition to the collegiate environment.

Goal 2: Upgrade lobby furniture to include versatile pieces that support a range of activities and convert an unused office into a conference room suitable for presentations and meetings with partners.

Strategic Plan Strategy 5.1 - Provide an equitable student support service environment that is proactive and responsive to student needs and perspectives

Goal 3: Implement Bookings software, allowing prospective students and current students the ability to schedule online virtual presentations, one-on-one appointments, and workshops.

Strategic Plan Strategy 1.2 Increase participation of incoming students in activities designed to facilitate their transition to the collegiate environment.

Goal 4: Cultivate partnerships with universities and colleges, exploring collaborative opportunities such as joint recruitment efforts, conditional admissions letters, and the potential provision of housing for students.

Strategic Plan Strategy 5.1 - Provide an equitable student support service environment that is proactive and responsive to student needs and perspectives

Section 7: Budget Planning

Describe the resources (staffing, facilities, technology and equipment, and professional development) you anticipate needing over the next three years in order to accomplish the goals for your department. Ideally, this will inform the resource requests in the annual updates for each of the next three years.

Staffing

By augmenting funding for student assistants, the ISC can enlarge the pool of student assistants, ensuring enhanced support for international students and prospective students alike. Their dedication and expertise contribute to the provision of essential services, including assisting new students, facilitating cultural integration, and offering comprehensive support. Moreover, student assistants provide valuable translation services in various languages, a particularly helpful aspect as students and their parents receive answers to their questions in their native language.

Technology and Equipment

Allocating funds to ensure the ongoing maintenance of existing technology, software, and equipment, ensuring crucial upgrades to enhance the performance of office computers, printers, and media

equipment within the ISC lounge. These efforts are geared towards boosting overall efficiency and effectiveness. Furthermore, the program needs routine budget adjustments to cover ongoing expenses such as the 5% annual increase for vital tools like the ISC customer relations management software, TerraDotta, and the bi-yearly Student and Exchange Visitor Information System (SEVIS) Recertification fee. These adjustments are essential to support the continuous development and success of the college's international programs and services.

Facilities

Provide funding to replace the current lobby furniture with pieces that offer increased flexibility and configuration options, specifically designed to enhance utilization of the ISC lounge for student activities and events.

Marketing, Recruitment & Paid Agents

To boost international student enrollment, the International Student Center (ISC) advocates for an augmented budget for marketing and recruitment initiatives. The ISC is instrumental in elevating the college's profile, expanding student enrollment, increasing global diversity, and enhancing revenue generation. Engaging actively in recruitment fairs, forging overseas partnerships, and collaborating with third-party vendors for advertising allows the ISC to spotlight the college globally, effectively communicating its strengths and competitive advantage.

As the ISC maintains its focus on expanding global outreach, enhancing student body diversity, and increasing international student enrollment, a strategic investment in agent commissions would yield substantial financial advantages to Citrus College. By collaborating with paid partners/agents, Citrus College can leverage the agent's established networks and local expertise to engage with potential students across diverse regions.

Professional Development

Given the intricate and ever-evolving nature of federal and SEVIS regulations, professional development opportunities are essential for ISC staff. Staff need to stay up-to-date with best practices to effectively serve our student population while ensuring strict adherence to all pertinent regulations. Funding will be necessary to facilitate staff attendance at conferences and training sessions hosted by reputable organizations such as NAFSA (National Association of Foreign Student Advisors), EducationUSA (US State Department), and other organizations that specialize in international student affairs such as US Department of Commerce. Moreover, providing tailored educational courses to bolster ISC staff in specific skills is also a critical investment in their professional growth.

Section 8: Program Review Involvement

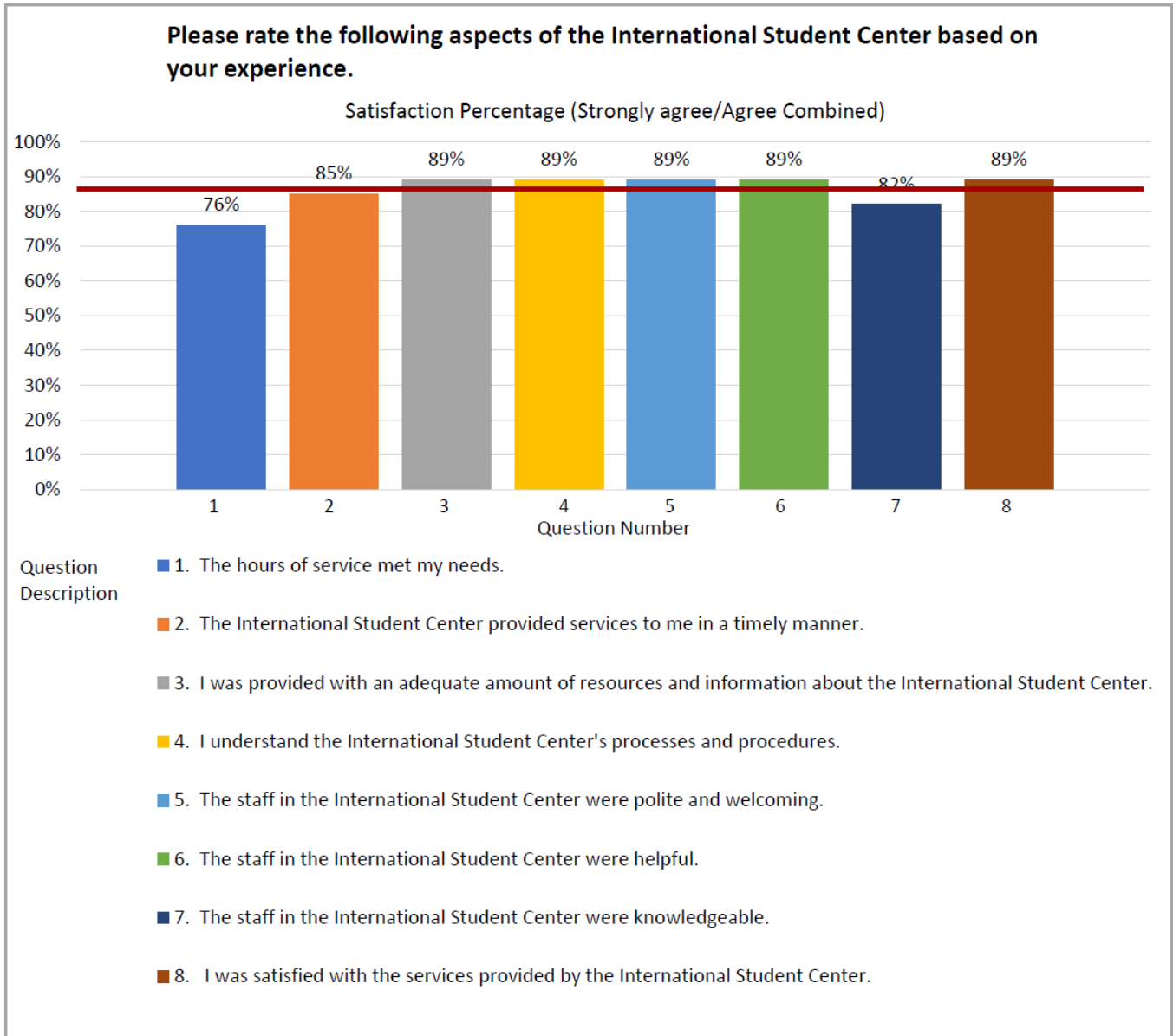
The following individuals contributed to the writing of the comprehensive program review:

- Michael Aguilar, International Student Technician
- Anthony Giammalva, Counselor
- Coe Lamoureux, Supervisor, International Student Center
- Mary Mincer, International Student Technician
- Gerald Sequeira, Dean of Enrollment Services

APPENDIX A
International Student Survey Results

The International Student Center survey was distributed to 178 students. A total of 36 students participated in the survey, with 24 opting for the online survey questionnaire and 12 completing the paper version. The survey was intended for distribution to international students at Citrus College. The collection of response data spanned from 9/26/2023 to 11/9/2023, resulting in a survey response rate of 20%.

Q1: Please rate the following aspects of the program/department based on your experiences.



Q2: What services provided by the International Student Center have been most helpful to you?

A total of 14 students shared their feedback on this question.

- Approximately half of the respondents expressed gratitude for the counseling sessions.

- Approximately 15% of the respondents expressed a desire for the center to sustain its ongoing efforts.
- Roughly 15% of the respondents found the workshops, events, and activities organized by the center to be helpful.
- Another 15% of the respondents commended the staff in the International Student Center for their friendliness and dedicated approach to their roles.

Q3: What can the International Student Center do to help you be successful?

A total of 15 students shared their feedback on this question.

- Approximately half of the respondents conveyed a high level of satisfaction with the services provided by the International Student Center and expressed a desire for the center to continue its ongoing efforts.
- Roughly one-third of the respondents suggested that the center should host more events, create additional social opportunities for international students, and foster a greater sense of belonging among them.
- Several students highlighted additional areas. Here are some examples:
 - Ensuring the accuracy of information provided
 - Increasing availability of counseling appointments
 - Ensuring that information on the website is kept up to date
 - Promoting job opportunities for students