Executive Summary

Blueprint for Academic Excellence
Global Carolina
AY2020-2021

Highlights

Mission Statement

Vision Statement

Values Statement

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Goals - Looking Back

Goals for the previous Academic Year.

Goal 1 - SAO Faculty

Goal Statement	Increase the engagement of USC faculty through partnerships with the Study Abroad Office and via curriculum integration. Evaluate faculty involvement and increase the number of faculty-led Global Classrooms by 10%. Support the exchange agreement process.
Linkage to University Goal	• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Mission, Vision, and Values
Status	Completed successfully
Action Plan	
Achievements	Overall number of submitted Global Classrooms totaled 76, with 58 total Global Classrooms actually registered with students. Global Classroom locations diversified, and the number of countries represented increased by 10% from the previous year. 40 countries were represented. In partnership with CIS, we organized and offered the Study Abroad Faculty Certification Series and continue to organize for the second iteration to now include online training. Faculty Symposium held for first time in Fall 2018 offering programing with a focus on health and safety. Over 60 faculty participants were in attendance. IPHE traveled to Colombia with 15 faculty and staff participants.
Resources Utilized	Study Abroad senior director staff members; the Faculty Advisory Board.
Goal Continuation	ongoing - revisit practices annually.
Goal Upcoming Plans	Continue existing programming as above and strengthen where evaluations warrant. Review the OPAC Global Classroom process and application tools. Launch online faculty training system per university audit recommendations.
Resources Needed	Study Abroad staff; workshop space; meeting space; marketing budget; conference travel budget; online database system.
Goal Notes	

Goals - Looking Back

Goal 2 - SAO Partnerships

Goal Statement	Enhance the health of exchange agreements; enhance partnerships with administrative units in support of the Study Abroad mission; and evaluate the health of Global Partner Programs (third-parties).
Linkage to University Goal	• Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Mission, Vision, and Values
Status	Completed successfully
Action Plan	
Achievements	The number of USC UG students participating on USC exchange programs is increasing. Office visits with exchange partners has become expected programming. Annual Advisor's Workshop is financially supported by external partner funding. USC Consortium program (Mycenae) program marketing and recruiting practices continue. Maymester 2019 took place with 7 USC students and 2 faculty participating.
Resources Utilized	Abroad staff participation; faculty participation; printing and marketing budget; travel/site visit budget.
Goal Continuation	Ongoing
Goal Upcoming Plans	Continue existing programming as above and strengthen where evaluations warrant.
Resources Needed	Study Abroad staff, faculty, and external partner participation. Travel budget to review student sites.
Goal Notes	

Goals - Looking Back

Goal 3 - SAO Staff Development

Goal Statement	Identify strategic opportunities in support of Study Abroad staff development via site visits, conference attendance, and appropriate training experiences. Actively participate with campus partners in support of study abroad programming.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation
Alignment with Mission, Vision, and Values	Mission, Vision, and Values
Status	Completed successfully
Action Plan	
Achievements	Staff members participated in at least 3 USC HR training, professional development, or personal development courses. Individual Development Plans were drafted and discussed. New Employee on-boarding process was formalized and implemented successfully. Study Abroad staff presented at annual workshops and conferences nationwide. Global Carolina recognized with the APLU Gold Award for Diversity & Inclusion in education abroad programming.
Resources Utilized	Study Abroad staff participation; "A" funds to supplement staff salaries as collected from SA student application fees; meeting spaces; HR training.
Goal Continuation	ongoing
Goal Upcoming Plans	Study Abroad staff continue to submit conference proposals to major national conferences focusing on education abroad. Actively participate on Advisory Boards at various partner organizations.
Resources Needed	Study Abroad staff. "A" funds to supplement staff salaries. Meeting spaces. USC HR programming; online training opportunities via networks and partnerships.
Goal Notes	

Goals - Looking Back

Goal Statement	ISS aims to increase opportunities for all students at USC to engage in internationally-oriented beyond the classroom activities.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities
Alignment with Mission, Vision, and Values	UofSC students were able to take advantage of a vast array of opportunities to engage with fellow students from other countries and cultures.
Status	Completed successfully
Action Plan	
Achievements	Record attendance at International Education Week offerings (1500+). 400 students, staff, and faculty participated in the 37 Carolina Intercultural Trainings offered on campus in 2017-18. 71 international students volunteered as Thinking Globally Ambassadors, interacting and engaging in dialogue with over 3,400 students USC and K-12 students.
Resources Utilized	Carolina allocated budget for IEW($5,000). ISS Staffing
Goal Continuation	All programs are annually implemented and scaled.
Goal Upcoming Plans	All programs are annually implemented and scaled.
Resources Needed	Global Carolina allocated budget for IEW($5,000).
Goal Notes	

Goals - Looking Back

Goal 5 - Increase employment programming and educational support services

Goal Statement	ISS endeavors to create and provide resources and outreach to the international students as it pertains to their employment goals and needs.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Employment programming and education is an essential support services, as it encourages immigration compliance and personal development of international students. Moreover, education international students on employment authorization and job skills prepares them to facilitate global engagement and internationalization in their future careers as UofSC alumni.
Status	Completed successfully
Action Plan	
Achievements	Hosted 9 Optional Practical Training workshops with 31 attendees Worked with the International Accelerator Program to offer in-person CPT workshops to students in their Career Accelerator Programs. Co-hosted employability seminar with the Career Center in March 2018, with 20+ attendees
Resources Utilized	ISS Staffing
Goal Continuation	Employment programming and educational services are offered on a continuous basis. They are reviewed for their effectiveness each year and are refreshed and updated as necessary.
Goal Upcoming Plans	ISS is continuously evaluating our employment programming offerings and determining how to best match them to the student population's needs.
Resources Needed	Continued funding for NAFSA Advisor's Manual access Human resourcing for staff to host workshops and manage presentations Investment in technology and space necessary for presentations
Goal Notes	

Goals - Looking Back

Goal 6 - EPI Co-Curricular Review

Goal Statement	English Programs for Internationals will cultivate new and existing relationships with internal and external entities to foment collaboration and the development and implementation of financially remunerative special projects and programs.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Assessment and informed programmatic review is part of the continuous improvement process that is essential to the development and maintenance of institutional excellence.
Status	Progressing as expected (multi-year goal)
Action Plan	Through regular faculty and staff meetings, EPI personnel will examine its co-curricular offerings to explore areas for process improvement, reduction of effort, and continued quality.
Achievements	Re-structured the Conversation Partners Program to function like a weekly student organization meeting. This eliminated the need to pair individual university students with individual intensive English program students. It also fomented stronger ties between matriculated USC students and the intensive English program, and it provided an additional outlet through which Linguistics students could garner hours needed for successful course completion. Partnered with Linguistics 795 instructor for the provision of tutoring opportunities for pre-practicum students rather than having the students serve as in-class assistants to EPI instructors. Collaborated with the Omega Phi Alpha service sorority for the Conversation Partners Program as well as several successful EPI student events.
Resources Utilized	Classroom/meeting space; Student services personnel
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Looking Back

Goal Statement	The IAP seeks to growth of the international student population at USC and to provide them with the skills for long-term success.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Today's American university requires a global perspective and acceptance of diverse populations, and there is no easier way to drive that goal than through bringing the world to the University.
Status	Completed successfully
Action Plan	
Achievements	Dramatic drop in recruitment in 2017 due to the Business School cap and global climate, we were able to rebuild the USC global story with a focus on quality programs, strong outcomes and a broad range of study options. We were able to increase fall 2018 numbers. We also sought to grow program options with the addition of several Master's programs – pathway and direct recruitment. We brought our first significant numbers in 2018 and added several Master's programs (Sport and Entertainment Management, Tourism, Environmental Science, Exercise Science and Criminal Justice). A further goal for Global Carolina and IAP was to re-examine the terms of the Shorelight contract and to seek to revise the terms and conditions to codify the learnings and to seek improved terms for the University. Seeking input from all stakeholders, the contract has been revised with improved financial terms and less risk for the university. It has not yet been presented to the BOT but we expect this by Spring.
Resources Utilized	self-funded and self-sustaining and provides reimbursement to the university for all incremental costs.
Goal Continuation	ongoing
Goal Upcoming Plans	N/A
Resources Needed	Collaboration across the university but no additional financial resources required
Goal Notes	

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - Continue providing outstanding support services to international students.

Goal Statement   ISS foundation is the international student population and we aim to provide them with the most outstanding and superior support services necessary for them to be successful USC students.

Linkage to University Goal
- Educating the Thinkers and Leaders of Tomorrow
- Building Inclusive and Inspiring Communities
- Ensuring Institutional Strength, Longevity, and Excellence

Alignment with Mission, Vision, and Values   The implementation of support services for international students in a manner that aides them in less concern for non-academic needs, creates opportunities for students to further be successful at UofSC.

Status   Progressing as expected (multi-year goal)

Action Plan

Goals - Real Time

Goal 2 - Build and establish campus connections and collaborative efforts

Goal Statement	It is essential that ISS not work in a silo, but rather in a collaborative effort with campus partners and units that serve the needs of international students at UofSC
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	In order to continue improving and developing innovative means of providing support services, collaborative measures further these internationalization efforts campus and community wide.
Status	
Action Plan	The Associate Director for Programming, the Assistant Director of Retention and Integration Services, and the Internationalization Programming Coordinator initiated partnerships with numerous on-campus partners to better support ISS, USC, and Provost goals and strategic plans during 2018-19. They also continued collaboration with Student Health Services on new mental health initiatives, and partnered with Global Carolina offices to increase student integration and student support.
Achievements	Continued collaboration between, ISS, EPI, and the IAP program, to increase student integration. Programs include shopping trips, off-site programming, mental health support programs, joint recruitment for Buddies and Face to Face programs. Continued partnership with Social Work department to host interns. Two interns worked for a total of 450 hours each. Three new interns began their internships Spring 2019 and will continue for 2019-2020. ISS is collaborating with Student Health Services to explore options for improving service provision and marketing to international populations. Student Health Services received the Garrett Lee Smith Suicide Prevention Grant which includes funds to design culturally specific materials specifically targeting the largest international student populations on campus. A specialized Carolina Intercultural Training was offered to USC campus offices and the community.
Resources Utilized	International Education Week funds (for 2 grants - $500 each award) Internationalization Programming Coordinator position (continued)

	Assistant Director of Integration and Retention Services position (continued) Associate Director positions (continued) Graduate Assistantships that support Community Outreach and Internationalization efforts (continued)
Goal Continuation	
Goal Upcoming Plans	ISS is routinely evaluating opportunities for collaborative efforts and improvement in the effectiveness of our programs we offer to international students. This is a continual and dynamic process.
Resources Needed	Marketing intern (continued). IEW committee (continued). Global Carolina allocated budget of $5,000 (continued). ISS Internationalization Coordinator position (continued). ISS Staffing
Goal Notes	

Goals - Real Time

Goal Statement

Goals - Real Time

Goal Statement	Maintaining the 'best in class' academic and satisfaction outcomes for international students in our program; ensure that our students make progress towards graduation at the same or better rate than domestic students
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	IAP believes that students do better when they feel at home and in control. Policies and practices have been developed to support the student holistically, slowly removing the safety net to give the student increasing independence and control.
Status	
Action Plan	• Surprise and delight students upon arrival, facilitating early integration • Provide opportunities for social/cultural connection • Early intervention approach (Academic Improvement Plans) • Gradual removal of safety net (requiring students to find their own solutions, register, resolve issues) to grow independence • Ongoing integration with other campus units to ensure a welcoming environment • Career support (internships, training, etc.) for international students in years 2-3
Achievements	• Consistent outcomes above domestic students (over 94% program completion and over 92% progression into year 2) • GPA is maintained into years 2-4 • High student satisfaction rates • Program growth based on quality • High rate of internship and part time job placement
Resources Utilized	• IAP staff • Deep partnership and integration with EPI staff, Student Success Center, First year advising, Career Center and other key partners
Goal Continuation	• ongoing improvements but largely pursuing continued program
Goal Upcoming Plans	IAP is routinely evaluating opportunities for collaborative efforts and improvement in the effectiveness of our programs we offer to international students. This is a continual and dynamic process.
Resources Needed	• Self-funded via Shorelight and program revenues
Goal Notes	

Goals - Real Time

Goal 5 - Rebuilding the USC Brand Abroad

Goal Statement	After losing significant student enrollment in fall 2017, we spent much of 2018 seeking to build our brand abroad to attract high quality students and to grow enrollment back to and beyond 2016 numbers.
Linkage to University Goal	• Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	We want to ensure growth and international student mobility but without sacrifice of our commitment to quality and positive outcomes.
Status	
Action Plan	• Focus on the advantages of 'many paths to a goal' • Change the language about how to get into business so that it remains aspirational but possible. • Strongly publicize our excellent outcomes • Lean on the career accelerator program advantage (2 f/t staff dedicated to helping our students gain skills for jobs and internships) • Grow the graduate portfolio
Achievements	• Numbers returned to 2016 volume • Quality of students increased • Student satisfaction remained high
Resources Utilized	• IAP staff • Overseas partners
Goal Continuation	• ongoing improvements but largely pursuing continued program
Goal Upcoming Plans	Continue to build relationships with key countries but also to diversity markets for lower risk; build partnerships with sponsors
Resources Needed	Self-funded via Shorelight and program revenues
Goal Notes	

Goals - Real Time

Goal 6 - Re-affirmation of CEA accreditation.

Goal Statement	EPI will successfully complete the Commission on English Language Program Accreditation Interim Report (5-year self-study) to maintain its accreditation through 2024.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	CEA accreditation is recognized by the U.S. Dept. of Education and serves as a hallmark of high standards and educational quality. Through the maintenance of such standards, EPI is able to effectively educate international students whose unique worldviews and cultural paradigms enrich the educational experience for the state's citizens and, thus, equip them for the global marketplace.
Status	Progressing as expected (single year goal)
Action Plan	EPI faculty and staff will, through a series of meetings, workshops, professional development sessions and committees review the 2018 iteration of CEA standards, past program practices as outlined in EPI's 2014 self-study, current practices, and alignment with current guidelines.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 7 - Curricular Review & Innovation

Goal Statement	English Programs for Internationals will engage in a comprehensive review of its curriculum to ensure it continues to meet and align with institutional objectives, desired student learning outcomes, and market needs.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Comprehensive curricular review will contribute to the continued excellence of English Programs for Internationals, which was one of the first three CEA-accredited sites in the world. Moreover, it will ensure successful student learning outcomes and aid in the recruitment and retention of top-tier international students for the University of South Carolina.
Status	
Action Plan	A curriculum review committee will be established to conduct a comprehensive review of EPI's curriculum, alignment with CEA standards, and fulfillment of institutional objectives. The committee will be tasked with making recommendations regarding substantive changes, areas of need, and proposed innovations.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	Given the breadth of this task, it may be necessary to grant faculty release time to aid in the accomplishment of this goal.
Goal Notes	

Goals - Real Time

Goal Statement	English Programs for Internationals will cultivate new and existing relationships with internal and external entities to foment collaboration and the development and implementation of financially remunerative special projects and programs.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Via special projects and programs EPI works with other units on campus to represent the University of South Carolina and its phenomenal faculty and research capabilities to external audiences, such as the U.S. Department of State's Bureau of Educational and Cultural Affairs and the Mexican Ministry of Public Education.
Status	Progressing as expected (multi-year goal)
Action Plan	
Achievements	• Over the course of three years, EPI's SUSI program generated over $400,000 in gross revenue. Based upon the strength of this program, the Bureau of Educational and Cultural Affairs recommended that two additional organizations solicit our services to jointly propose similar programs. • EPI partnered with First-Year English Programs to staff six English 101 course sections for the largest Freshman class ever admitted to the university. • New partnership established with Mitsubishi Chemical Corporation. • A relationship established with the International Education Foundation resulted in an invitation to submit a short-term project proposal for a Chinese university in Summer 2019.
Resources Utilized	Classrooms & Office Space; Support from Sponsored Awards Management; Support from the Office of Grants and Funds Management; F-fund; E-funds.
Goal Continuation	Continued expansion of partner network; development of internally developed, non grant-supported special programs.
Goal Upcoming Plans	
Resources Needed	EPI needs additional classroom space due to the move to the 4th floor. Enrollment is expected to increase, while classroom access has been cut in half. This has affected the schedule (created shifts-problems with alignment with other USC classes in terms of booking additional space), and the ability to recruit high-quality

	TAs and adjuncts. There is also potential impact to sponsored student recruitment. Without additional space, EPI will have to add a 5th shift. To provide the most effective service and instruction, as well as to optimize conditions for the recruitment and retention of students and faculty, additional classroom space designated for EPI is needed.
Goal Notes	

Goals - Real Time

Goal Statement	ISS foundation is the international student population and we aim to provide them with the most outstanding and superior support services necessary for them to be successful USC students.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The implementation of support services for international students in a manner that aids them in less concern for non-academic needs, creates opportunities for students to further be successful at UofSC
Status	Progressing as expected (multi-year goal)
Action Plan	
Achievements	International students successfully completed international student orientation with access to welcome events, community partner fairs, and compliance seminars. Over 3,122 unique interactions with international students. Of these, 877 were in-person or phone advising appointments.
Resources Utilized	
Goal Continuation	All support services are implemented daily, Data warehouse.
Goal Upcoming Plans	ISS is routinely evaluating opportunities for redevelopment and improvement in the support services we offer to international students. This is a continual and dynamic process.
Resources Needed	Continued funding for access to SAVE and SEVIS, continued human resourcing to manage compliance and access to on-going training via DHS and NAFSA, Continued use of International Student and Scholar Management System via Ellucian
Goal Notes	Client Relationship Management System such as International Student and Scholar Management System, Sunapsis, etc.; Professional development resources such as NAFSA memberships, conference attendance, etc.

Goals - Real Time

Goal 10 - SAO Students

Goal Statement

Goals - Real Time

Goal 11 - SAO Faculty

Goal Statement

Goal 12 - SAO Partnerships

Goal Statement

Goal 13 - SAO Staff Development

Goal Statement

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Build and improve contemporary communication strategy

Goal Statement	Successful communication to and with the UofSC international student population will ensure information is received in a timely and appropriate manner for a diverse and changing student population.
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	An effective communication strategy is at the core of ISS's goals and mission. Student success and integration is dependent upon a student receiving the information they need to understand immigration compliance and internationalization programming support opportunities.
Status	
Action Plan	Continue to prioritize this goal in strategic planning. Research possible technologies that would aid in communication, such as text messaging services Update the ISS website regularly using the announcements section; revise sections of website as necessary to stay current, accessible, and as helpful as possible (continued) Make more frequent use of infographic programs such as Piktochart and Canva in order to provide important information in a clear and concise manner
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	media (continued) International Student and Scholar Management (continued) Graduate Assistants Positions (continued) Use of MailChimp Newsletter service (continued) Marketing Intern (continued)

Goals - Looking Ahead

	Associate Director Position (continued)
	Strategic Technology Initiatives Specialist Position (new)
	Graphic design programs such as Piktochart, Canva, Adobe InDesign, and Adobe Photoshop (continued)
Goal Notes	

Goals - Looking Ahead

Goal 2 - Overhaul and revamp incoming student support and orientation offering

Goal Statement	Create the informed UofSC international student.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	ISS seeks to prepare and educate UofSC's incoming international student for success, by offering a quality orientation with necessary and essential information in a timely and appropriate manner.
Status	
Action Plan	Continue to prioritize this goal in strategic planning. Research online module services Create online module(s) and pilot new orientation approach for fall 2019 or spring 2020 Research peer institutions approach and success stories
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	Graduate Assistants Positions (continued) Associate Director Position (continued) Financial Resources to purchase technology for Online Modules Graduate Practicum students (continued)
Goal Notes	

Goals - Looking Ahead

Goal 3 - Maintaining our standards and programming for current students

Goal Statement	Maintaining the 'best in class' academic and satisfaction outcomes for international students in our program; ensure that our students make progress towards graduation at the same or better rate than domestic students
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	IAP believes that students do better when they feel at home and in control. Policies and practices have been developed to support the student holistically, slowly removing the safety net to give the student increasing independence and control.
Status	
Action Plan	• Surprise and delight students upon arrival, facilitating early integration • Provide opportunities for social/cultural connection • Early intervention approach (Academic Improvement Plans) • Gradual removal of safety net (requiring students to find their own solutions, register, resolve issues) to grow independence • Ongoing integration with other campus units to ensure a welcoming environment • Career support (internships, training, etc.) for international students in years 2-3
Achievements	• Consistent outcomes above domestic students (over 94% program completion and over 92% progression into year 2) • GPA is maintained into years 2-4 • High student satisfaction rates • Program growth based on quality • High rate of internship and part time job placement
Resources Utilized	• IAP staff • Deep partnership and integration with EPI staff, Student Success Center, First year advising, Career Center and other key partners
Goal Continuation	• ongoing improvements but largely pursuing continued program
Goal Upcoming Plans	IAP is routinely evaluating opportunities for collaborative efforts and improvement in the effectiveness of our programs we offer to international students. This is a continual and dynamic process.
Resources Needed	Self-funded via Shorelight and program revenues
Goal Notes	

Goals - Looking Ahead

Goal 4 - Looking ahead to new markets

Goal Statement	In an increasingly competitive global environment, universities need to foster a welcoming environment for international students and offer programs which speak to their needs. We hope also to seek additional programs to attract new audiences to ensure diversity of the international student population. This includes not only implementation of the Shorelight Live technology platform for the MIBS and other programs, but creating new partnerships with government and other sponsoring bodies.
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	With new threats to international student mobility and a less welcoming environment in the US, we need to innovate to find new modalities and programs to attract students to the university.
Status	
Action Plan	• Demos of technology for deans • Move contract through for new division to handle Palmetto Live (online classroom) • Market Analysis to see if additional programs are suitable to add to MAP portfolio
Achievements	• - Draft contract developed and partnership with MIBS program envisioned; potential partnerships with other programs under discussion. • Demo scheduled for additional deans • Financial review completed
Resources Utilized	
Goal Continuation	• Shorelight staff • Classroom space needed for studio
Goal Upcoming Plans	Build out studio after contract vetted and signed; build overseas partnerships and get at least 1-2 schools delivering content
Resources Needed	Studio space would need to be identified; Shorelight would pay for the studio creation
Goal Notes	

Goals - Looking Ahead

Goal 5 - Create the informed UofSC international student.

Goal Statement	ISS seeks to prepare and educate UofSC's incoming international student for success, by offering a quality orientation with necessary and essential information in a timely and appropriate manner.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	
Status	
Action Plan	
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Looking Ahead

Goal 6 - Continue providing outstanding support services to international students.

Goal Statement   ISS foundation is the international student population and we aim to provide them with the most outstanding and superior support services necessary for them to be successful USC students.

Linkage to University Goal

Alignment with Mission, Vision, and Values   The implementation of support services for international students in a manner that aides them in less concern for non-academic needs, creates opportunities for students to further be successful at UofSC.

Status   Progressing as expected (multi-year goal)

Action Plan

Goals - Looking Ahead

Goal Statement	In order to maintain English Programs for Internationals (EPI) as a self-sustaining and fiscally sound unit within the University of South Carolina, EPI will develop and implement a more robust enrollment management strategy, which will include the acquisition of a modern data management infrastructure.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The development of a more robust and method-driven enrollment management strategy, along with the infrastructure on which this depends, will better equip the program to support the university's plan for comprehensive internationalization and global leader development.
Status	Progressing as expected (multi-year goal)
Action Plan	EPI will form a marketing and recruitment committee that will be tasked with the development of a strategic marketing plan and specific recommendations for activities and infrastructure acquisition. The committee *may* include at least one member of the university's international undergraduate admissions staff, one member of International Student Services staff, and one member of the Office of Graduate Admissions.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	The implementation of this plan will require the allocation of EPI E-funds for approved enrollment management activities. In addition, EPI needs additional classroom space due to the move to the 4th floor. Enrollment is expected to increase, while classroom access has been cut in half. This has affected the schedule (created shifts-problems with alignment with other USC classes in terms of booking additional space), and the ability to recruit high-quality TAs and adjuncts. There is also potential impact to sponsored student recruitment. Without additional space, EPI will have to add a 5th shift. To provide the most effective service and instruction, as well as to optimize conditions for the recruitment and retention of students and faculty, additional classroom space designated for EPI is needed.
Goal Notes	Array

Goals - Looking Ahead

Goal 8 - ISS aims to increase opportunities for all students at UofSC to engage in internationally oriented beyond the classroom activities and experience.

Goal Statement	ISS aims to increase opportunities for all students at UofSC to engage in internationally oriented beyond the classroom activities and experience.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities
Alignment with Mission, Vision, and Values	UofSC students were able to take advantage of a vast array of opportunities to engage with their fellow students from other countries and cultures in a multitude of ways.
Status	
Action Plan	
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	Array

Goals - Looking Ahead

Goal 9 - Successful communication to and with the UofSC international student population will ensure information is received in a timely and appropriate manner for a diverse and changing student population.

Goal Statement	An effective communication strategy is at the core of ISS's goals and mission. Student success and integration is dependent upon a student receiving the information they need to understand immigration compliance and internationalization programming support opportunities.
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	
Status	
Action Plan	
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Looking Ahead

Goal 10 - Data Management

Goal Statement	English Programs for Internationals will modernize its data management systems to streamline all processes from marketing to I-20 issuance.
Linkage to University Goal	• Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The utilization of a modern data management system that will permit authorized users to readily avail themselves of data including, but not limited to, key performance indicators, contributes to institutional excellence and the furtherance of the university's internationalization objectives.
Status	Newly Established Goal
Action Plan	English Programs for Internationals will form a committee of internal stakeholders to conduct a needs assessment and, if warranted, evaluate potential data management systems via a competitive RFP process.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	The acquisition of a modern data management system will require the utilization of EPI E-funds.
Goal Notes	Array

Goals - Looking Ahead

Goal 11 - Increase opportunities for internationally-oriented engagement on campus

Goal Statement	ISS aims to increase opportunities for all students at UofSC to engage in internationally oriented beyond the classroom activities and experience.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities
Alignment with Mission, Vision, and Values	UofSC students were able to take advantage of a vast array of opportunities to engage with their fellow students from other countries and cultures in a multitude of ways.
Status	
Action Plan	Continue to prioritize this goal in strategic planning.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	Marketing intern (continued). IEW committee (continued). Global Carolina allocated budget of $5,000 (continued). ISS Internationalization Coordinator position (continued). Graduate Assistantships (three positions)
Goal Notes	

Goals - Looking Ahead

Goal Statement	ISS's foundation is the international student population and we aim to provide them with the most superior support services necessary for them to be successful UofSC students.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	The implementation of support services for international students in a manner that aides them in less concern for non-academic needs, creates opportunities for them to further be successful at UofSC.
Status	
Action Plan	Continue to prioritize this goal in strategic planning
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	Continued funding for access to sAVE and SEVIS, continued human resourcing to manage compliance and access to on-going training via DHS and NAFSA, continued use of International Student and Scholar Management System via Ellucian and/or new CRM such as Sunapsis.
Goal Notes	

Goals - Looking Ahead

Goal 13 - SAO Students

Goal Statement

Goals - Looking Ahead

Goal 14 - SAO Faculty

Goal Statement

Goals - Looking Ahead

Goal 15 - SAO Partnerships

Goal Statement

Goals - Looking Ahead

Goal 16 - SAO Staff Development

Goal Statement

Programs or Initiatives

Effective Programs or Initiatives
List your most effective programs/initiatives toward fulfillment of mission.

Thinking Globally, Carolina Intercultural Training, International Student Orientation, Buddies Beyond Borders, International Education Week, World Night
Graduating International Student, Extended Accelerator, Academic Accelerator, International Direct, Master's Accelerator , Advanced Master's Accelerator, Direct MAP,Confucius Language Partners, Student Advisory Team, Face-to-Face, University 150/151, Peer Leader training, Career Accelerator, Curriculum Mapping, Black and Abroad panel, SA Pre-Departure Orientation, Peace Corps Prep, Global USC programming, SA staff attendance and presentation at national conferences, Revamp SA website, rebrand, adding SA information to academic webpages

Program Launches
List any programs/initiatives that were newly launched during the Academic Year or any programs/initiatives you would like to launch in the coming year(s). Describe the program/initiatives, provide financial requirements (including additional staff), and academic year in which you would launch. What key performance indicators are you utilizing to track the success of this program?

- The Tax Informative Workshop Series is being developed currently
- New Master's program partnerships (for participation in MAP programs) launched with the Dept of Criminal Justice & Criminology, as well as School of Public Health
- Mycenae Consortium: The American Center for Archaeology at Mycenae (ACAM) program is a new study abroad opportunity for undergraduate students The Study Abroad Office is organizing to offer Spring 2020 semester abroad for Freshmen students.
- Launch of Global USC in London
- Launch of Global USC in Costa Rica

Program Rankings
List any nationally ranked or external recognition during the Academic Year. For each, provide the formal name of the program followed by the name of the organization that issued the ranking, the date of notification, effective date range, and any other relevant information.

Thinking Globally program was mentioned in multiple school publications:

Pelion High School: http://voicesfromthefieldlexone.weebly.com/home/ghs-oh-the-places-youll-go

http://voicesfromthefieldlexone.weebly.com/home/thinking-globally-at-pelion-high

Programs or Initiatives

CA Johnson High School: https://www.richlandone.org/domain/1312

Meadow Glen Middle
School: https://twitter.com/mgmcounseling/status/1095004235584937984

Professionals in International Education (PIE) Awards: Winner of the Progressive Education Delivery Award 2018: Career Accelerator Program

USC's Advisor's Workshop: FORUM on Education Abroad, Fall 2018 with continuous recognition, Standard of Good Practice for STANDARD 4: Student Selection, Preparation, and Advising.

Faculty Certification Series, in collaboration with third- party provider CIS: GoAbroad.com May 2018, Finalist for Innovation in Marketing and Digital Media

Total Number of Study Abroad Students for Top 40 List at Doctorate-Granting Universities 16/17: Open Doors, 2018, rank 32 of 40 UP 2 SPOTS FROM PREVIOUS YEAR!

Leading Institutions by Mid-Length Duration of Study Abroad at Doctorate-Granting Universities 16/17: Open Doors, 2018, rank 13 of 20 UP 5 SPOTS FROM PREVIOUS YEAR!

Initiatives and Fees

Initiatives

Describe any new initiatives your unit will need for the coming year.

Fees

List any new or changed fees that your unit has implemented or had to take on in the last academic year.

Community Engagement

Community Perceptions

Describe how your unit assesses community perceptions of your engagement, and how the unit assesses the impact of community engagement on students, faculty, community and the institution. Provide specific findings.

Collaborations

Internal Collaborations

List your Unit's most significant internal collaborations and multidisciplinary efforts that are internal to the University. Details should be omitted; list by name only.

External Collaborations

List your Unit's most significant external collaborations and multidisciplinary efforts that are external to the University. Details should be omitted; list by name only.

Campus Climate and Inclusion

Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion.

It is the very nature and foundation of supporting international students on campus in a manner that not only is initiated to aid them in their academic success, but to also provide opportunities to celebrate and incorporate the very notion of internationalization on campus to promote a climate of cultural diversity and inclusion.

Our specific activities and initiatives are designed not only to showcase the international students to their domestic classmates, but to help all members of the UofSC community involve themselves in the ever-evolving need to be more inclusive and celebratory in the notion of a cross-cultural learning experience. Our students are given opportunities to engage in intentional programming lending to engagement with their peers, while UofSC students, faculty, and staff have opportunities to learn how to successfully work with and amongst a variety of peoples with different intercultural communication styles. These are all done with the promotion and improvement of campus climate and inclusion as steering strategic goals.

The many internationalization efforts initiated by ISS (Thinking Globally, Carolina Intercultural Training, Buddies Beyond Borders, International Education Week, etc) contributes greatly to improve campus climate. These quotes are from each of these programs:

"Getting to talk in smaller groups with the presenters was great and personalized the experience."

"It was so cool meeting all of them and hearing their stories. In person it is so raw and genuine; it really brings people together. We are so different but also have a lot in common."

"It made a big difference to actually talk to people from the countries instead of just watching a presentation."

"My favorite aspect of the presentation was gaining knowledge about two distinct cultures."

"This was easily the best presentation of the year."

Instructors said of Thinking Globally:

"This was, and always is, the best presentation my students see each year. They are so engaged and really enjoy hearing from international students. The content was relevant and many of my students expressed an interest in joining the programs discussed."

Campus Climate and Inclusion

I love this presentation. It is always my favorite every year. I also love the new format where the students have the opportunity to speak in small groups at the end.

Student takeaways from the Carolina Intercultural Training:

- "I have a new perspective on verbal communication, especially how a simple, common phrase can be interpreted multiple ways."

- "I will remember that some things may get 'lost in translation ' just due to differences in cultures."

- "I'll think more about my beliefs and not imposing them on others."

- "I am not the only one alone, and some are 2000 miles from home."
- "I can listen, observe, and be open-minded."

International Education Week attendees said:

- "The Bazaar this year was amazing!!! So many students were involved and there was a great turn out. I also really enjoyed the book discussion and would like more of these in the future."
- "I loved the Bazaar. It was diverse and very organized. Each table brought something different
- "Bingo (at the Bazaar) forced me to actually speak to other people and learn more."
- "I enjoyed the bazaar. There were many countries tables and they were really interesting!"

English Programs for Internationals facilitates and participates in a number of programs and activities that serve to aid the university's inclusion efforts and foment a climate that celebrates diversity.

Conversation Partners invites USC students of all majors, as well as faculty and staff, to participate in this program that seeks to facilitate cultural exchange and language acquisition. Students seeking Global Leadership Distinction, as well as those in the Peace Corps Prep program and Teaching English Abroad undergraduate course receive credit toward program/course completion for their participation.

EPI has also partnered with student service organizations like Omega Phi Alpha, whose members plan and host events for EPI students and serve as conversation partners.

EPI frequently encourages intensive English program students, as well as those who come to participate in short-term projects, to participate in community service events both on and off campus. Often, as with the university's Service Saturdays initiative, EPI students offer their time and energy to volunteer alongside matriculated USC students, faculty, and staff. The

Campus Climate and Inclusion

exchanges that take place during these activities contribute to a welcoming and inclusive campus climate by establishing dialogues that increase mutual understanding.

EPI aids in the organization of the International Bazaar that is held annually during International Education Week. As with EPI participation in USC community service projects and initiatives, the International Bazaar afford multiple opportunities for cultural exchange and dialogue that enhance the campus climate.

In 2017/2018, EPI staff represented the program in several gatherings germane to issues of diversity and inclusion. Some examples include: a special meeting with the Muslim Student Association.

- Workshops held both during IEW and through the Center for Teaching Excellence on 'how to teach Chinese students", 'how to recognize mental health issues with international students' and similar sessions.

- Ongoing trainings for First Year Advisors, Center for Student Success and other stakeholders on how to more effectively work with international students.

- Translation services for USC Police Dept.

Study Abroad:

Pre-Departure Orientation Workshops: The Study Abroad Office facilitated 6 workshops during our bi-annual Pre-Departure Orientation.

Latinx Abroad, Queer & Abroad, Black & Abroad events: The Study Abroad Office coordinated three events over the past academic year to reach out to underrepresented student populations at USC. We held a Latinx Abroad event during Hispanic Heritage Month in September, a Queer & Abroad event during Coming Out Day in October, and a Black & Abroad event during Black History Month in February. Out in the World pre-departure series and Your Identity and Culture Abroad are two new sessions.

Major-Specific Study Abroad Fairs: The Study Abroad Office managed eleven mini-study abroad fairs for the following academic departments: College of Engineering & Computing, Coll

Concluding Remarks

Weaknesses and Plans for Improvement

What is your unit struggling with? What plans do you have to overcome the weakness that you have faced in the next academic year.

We continue to seek opportunities to reach out to those who are still in need of the programmatic activities on campus. ISS will continue to pursue campus collaboration.   As the international student population grows and changes, we continue to examine enhanced and more contemporary ways of implanting support services that are pertinent and relevant to their specific needs.

EPI's marketing and recruitment efforts are an area in which the program would benefit from investing additional time and resources for the purposes of strategic planning. This could aid the program in improving its financial health. Some examples of efforts that could form part of this comprehensive and strategic recruitment program:

• Digital / social media marketing that makes use demographic and search data, search engine optimization, multi-lingual 'landing pages,' and multilingual content generation that gets pushed to key platforms in target markets (e.g., WeChat for China, Line for Japan and Taiwan, etc.); More extensive and consistent participation in recruitment events sponsored by agent partners, government entities, and other organizations; Greater engagement with agents, embassies, and sponsoring agencies; Development of annual short-term programs in conjunction with other units, for which there would be perennial demand; Online curricular development.

SA office-large HR turnover; loss of significant travel grant

Key Issues

Identify key issues or potential challenges your unit will encounter this coming year and the steps you plan on initiating.

Current political climate & international perceptions of the US is a key issue that ISS faces. Our programmatic offerings are most pressing & relevant to the needs of not only the international students, but also the campus community. We will continue to develop & modernize those delivery methods. It is imperative that current ISS staffing is maintained & replaced when necessary.

Intensive English Programs (IEP) in the US have experienced steep & precipitous declines in the last few years. Sixty-seven percent of University & College IEP member programs reported enrollment declines from 2016 - 18. This may be attributable to perceived changes in the US political climate & culture that have led some prospective students to view the US as a less welcoming & safe society in which to pursue higher education, reduced funding & increased entry standards for Saudi scholarship programs & a strong US dollar relative to other countries' currencies.

For the IAP program, our greatest challenge is the ability to change & remain competitive. We remain somewhat challenged by the Business School cap, the inclusion of GRE scores at the Graduate level & other policies.

The loss of travel grant funding will significantly impact the number of students who can study abroad (specifically Pell Grant, 1st generation, and under-represented minorities), programs and faculty, and the SA office. &nbs

Concluding Remarks

Quantitative Outcomes

Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.

- Student enrollment
- Student retention rates
- Student progression rates
- Student matriculation rates
- Program Completion rates
- Progression into Year 2
- Graduation rates (4&5 year)
- Satisfaction rates

Total Number of Study Abroad Students for Top 40 List at Doctorate-Granting Universities 16/17: Rank 32 of 40

Leading Institutions by Mid-Length Duration of Study Abroad at Doctorate-Granting Universities 16/17: Rank 13 of 20

AY 2017-18 USC Year End Study Abroad Report: Quantitative Data Total of 1,929 UG study abroad experiences

The number of undergraduate education abroad participants in a semester-long program increased by 37% from the previous y

Cool Stuff

Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.

This year the Friendship of Internationals Scholarship Fund reached our goal of $25,000 after four years of concerted efforts towards fundraising. The office is in the process of creating an endowment to create more opportunity for international student scholarships.

During 2018-19, two International Student Services staff hold positions on two professional executive teams. Collectively, ISS has given 9 conference presentations and led 2 pre-conference workshop in regional and national conference events.