Executive Summary

Blueprint for Academic Excellence
Global Carolina
AY2021-2022

Highlights

Global Carolina maximizes student and faculty access to global learning, maintains a globally diverse student body, and supports international scholarly endeavors. Our services and programs facilitate international and American students' engagement with international learning both in and beyond the classroom. Global Carolina prioritizes students' access to resources that encourage global learning. Global Carolina will empower students to engage with international education easily and effectively through online and in-person programs. Each of the four main offices (ISS, IAP, EAO, EPI) will engage with the goal of providing improved accessibility for both American and international students who want to engage with global education.

Mission Statement

Global Carolina seeks to make USC a global university via internationalization of the student body, the student experience, the curriculum, and the faculty. It unites front-line teaching and service: English Programs for Internationals, International Student Services, Education Abroad, and the International Accelerator Program. We seek a comprehensive internationalization and have a commitment to infuse international, global, and comparative content through teaching, research, and service missions.

Vision Statement

Enhance the international student experience and their opportunities for success by providing outstanding support services. IAP Values: We are true partners/we embrace challenges/ we are student-focused/We deliver results/We have fun. The Education Abroad Office demonstrates leadership on the USC campus and in the field of study abroad by embodying the following values: accessibility, challenge, collaboration, expertise, innovation, quality, safety, and support.

Values Statement

Global Carolina seeks to foster global consciousness through USC's research, teaching and service. ISS encourages global engagement and facilitates internationalization of the community through outreach and cross-cultural programming. IAP seeks to grow the international student population. The Education Abroad Office creates opportunities for students, faculty/staff to inspire academic and personal growth and build a community with a broader world view and deeper appreciation of other cultures.

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Goals - Looking Back

Goal 1 - International Student Services (ISS) Goal 1: International Student Support

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	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Build teams that win with excellence and character.
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	The Associate Director of Immigration and Advising Services launched a newly established policy and procedural manual to streamline and bring further continuity and compliance to the immigration advising support structure in ISS. Further walk-in advising opportunities have been offered to international students. International Student Orientation is being given priority in AY18/19 strategic planning.
Achievements	1. Over 470 international students participated in official one-on-one advising appointments in ISS for the purpose of immigration compliance for both the University and the student. 2. Over 1646 (to-date) unique student interactions. Of these, 607 were in-person, phone, or online chat advising appointments. 3. 744 international students successfully completed international student orientation with access to online modules, welcome events, community partner fairs, and compliance seminars. 4. 1761 F-1 and J-1 students' legal presence was verified in fall 2018 in a quick and efficient manner to both maintain compliance and support enrollment. 5. 1693 F-1 and J-1 students' legal presence was verified in spring 2019 in a quick and efficient manner to both maintain compliance and support enrollment.
Resources Utilized	1. ISS Staffing 2. A005 funds, including international student fee income 3. DHS electronic database access (SEVIS and SAVE) 4. International Student and Scholar Management System via Ellucian 5. Banner 6. Data Warehouse

Goals - Looking Back

	The Business Office manages the budgets (Aoo5) and provides support for budgeting and planning; coordinates Data Warehouse reporting for student fees; assists with monitoring student records in Banner.
Goal Continuation	All support services are implemented daily.
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	1. Continued funding for access to SAVE and SEVIS. 2. Continued human resourcing to manage compliance and access to on-going training via DHS and NAFSA. 3. Continued use of International Student and Scholar Management System via Ellucian
Goal Notes	

Goals - Looking Back

Goal 2 - ISS Goal 2: Campus Collaboration

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	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
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	Progressing as expected (multi-year goal)
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 the 2018-19 year. The Associate Director for Programming and Coordinator of Retention and Integration Services 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, and the Business Office in order to increase student integration as well as improve service provision. Programs include weekly shopping trips, off-site programming, mental health support programs, joint recruitment for Buddies and Face to Face programs, etc. Continued partnership with Social Work department to host Bachelors of Social Work interns to support EPI, ISS, and IAP students. Two interns worked from Fall 2018 and Spring 2019 for a total of 450 hours each. Three new interns began their internships Spring 2019 and will continue for the 2019-2020 academic year. 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 represented on campus. ISS will collaborate with SHS for the creation of these materials. A specialized Carolina Intercultural Training was offered to 11 USC

Goals - Looking Back

	campus offices or community including: the Student Health Services staff, IAP Orientation Student Leaders, First Year Advisors, Student Conduct office staff and student staff, RM Training Conference, Study Abroad Peer Leaders, Psychology Graduate Students, Public Health ENHS Graduate Students, Language and Literature classroom, Meadow Glen Middle international girls club, and for C.A. Johnson High School language students.
Resources Utilized	1. International Education Week funds (for 2 grants - $500 each award) 2. Internationalization Programming Coordinator position (continued) 3. Assistant Director of Integration and Retention Services position (continued) 4. Associate Director positions (continued) 5. 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	1. Marketing intern (continued). 2. IEW committee (continued). 3. Global Carolina allocated budget of $5,000 (continued). 4. ISS Internationalization Coordinator position (continued). 5. ISS Staffing 6. Support from Business Office for budget and planning
Goal Notes	

Goals - Looking Back

Goal 3 - ISS Goal 3: Technology Incorporation

Goal Statement	ISS aims to use contemporary technology that provides a convenient and efficient way of reaching UofSC international students.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	In a modern, wireless, and ever-changing world, the use of innovative and contemporary technology is essential for the provision of immigration compliance support services. Current technology enhances the international student experience and ability to succeed as well as creates an informed international student body.
Status	Progressing as expected (multi-year goal)
Action Plan	1. Consolidate technological innovation and management into one position within the ISS Office 2. ISS website is continuously monitored with up-to-date information and online workshop offerings 3. Tablets (iPads) are used to simplify procedures within the ISS Office 4. The CRMS, (International Student and Scholar Services Management, or ISSM), is used to send emails and notifications to students when immigration paperwork and/or updates are needed ISS staff uses programs such as Microsoft Excel and ISSM when working with student data in order to customize communication to specific student populations
Achievements	The "Strategic Technology Initiatives Specialist" position manages and implements all aspects of technology within the ISS Office. Staff went through Excel training with Office of Institutional Research so that data can be utilized with accuracy and efficiency. iPads were regularly used. The Receptionist iPad app was used to sign in students for walk-in advising or appointments with advisors. New online advising chat service (PHP Live!) was implemented. Wufoo was used to create online forms for employment workshop sign in, event RSVPs, applications for immigration documents, and more. ISS has used Wufoo to create 250+ online forms. Began the regular monitoring of the 650A classroom to ensure that the technology in the room is functional and up-to-date.
Resources Utilized	1. ISS staffing

	2. A005 funds 3. International Student and Scholar Management via Ellucian 4. Digital Appointment Manager: The Receptionist app 5. Online forms subscription service: Wufoo.com 6. Technology such as iPads 7. Online chat advising tool: PHP Live! Chat service
Goal Continuation	Technology needs of the office and of the student population are ever changing, and are therefore monitored and are routinely discussed.
Goal Upcoming Plans	Continue to expand on efficient and low cost technological solutions for the ISS office in order to maximize the utilization of ISS staff. Assess the evolvement of student and staff needs so that technology investments continue to provide efficient and satisfactory solutions for both students and staff. Encourage students and staff to utilize technological solutions that maximize efficiency and satisfaction.
Resources Needed	1. Continued human resourcing for Strategic Technology Initiatives Specialist and Associate Director positions 2. Continued use of International Student and Scholar Management via Ellucian 3. Continued use of The Receptionist app 4. Continued use of Wufoo 5. Continued use of PHP Live! Chat service 6. Marketing Student Staff
Goal Notes	

Goals - Looking Back

Goal 4 - International Accelerator Program (IAP) Goal 1: Improving Outcomes for international 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	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Progressing as expected (multi-year goal)
Action Plan	1. Surprise and delight students upon arrival, facilitating early integration 2. Provide opportunities for social/cultural connection 3. Early intervention approach (Academic Improvement Plans) 4. Gradual removal of safety net (requiring students to find their own solutions, register, resolve issues) to grow independence 5. Ongoing integration with other campus units to ensure a welcoming environment 6. Career support (internships, training, etc.) for international students in years 2-3
Achievements	1. Consistent outcomes above domestic students (over 94% program completion and over 92% progression into year 2) 2. GPA is maintained into years 2-4 3. High student satisfaction rates 4. Program growth based on quality 5. High rate of internship and part time job placement
Resources Utilized	1. IAP staff 2. 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.

Goals - Looking Back

Goal Notes	

Goals - Looking Back

Goal 5 - IAP Goal 2: Rebuilding the UofSC Brand Abroad

Goal Statement	After losing significant student enrollment in fall 2017, we spent much of 2018 and 2019 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	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Completed successfully
Action Plan	1. Focus on the advantages of 'many paths to a goal' 2. Change the language about how to get into business so that it remains aspirational but possible. 3. Strongly publicize our excellent outcomes 4. Lean on the career accelerator program advantage (2 f/t staff dedicated to helping our students gain skills for jobs and internships) 5. Grow the graduate portfolio
Achievements	1. Numbers returned to 2016 volume and beyond 2. Quality of students increased 3. Student satisfaction remained high
Resources Utilized	1. IAP Staff 2. Overseas partners 3. Shorelight marketing and recruitment
Goal Continuation	Ongoing improvements but largely pursuing continued program
Goal Upcoming Plans	Continue to build relationships with key countries but also to diversify markets for lower risk; build partnerships with sponsors
Resources Needed	Self-funded through Shorelight and program revenue.
Goal Notes	

Goals - Looking Back

Goal 6 - Education Abroad Office (EAO) Goal 1: Increase Education Abroad Participation

Goal Statement	Increase undergraduate education abroad student participation by 5% from previous year. Support returnee students with organized reentry programming. Continue to evaluate partner programs and liaise with various campus partner services. Launch of new advising model structured via group workshop format. Option of 1:1 advising, drop-in hours, and online access offered in tandem. New Student Pre-Departure format launched with focused workshops offered throughout the latter part of each semester.
Linkage to University Goal	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	Mission, Vision, and Values.
Status	Progressing as expected (multi-year goal)
Action Plan	
Achievements	The Education Abroad office met the IIE's Generation Study Abroad commitment goal and is recognized with the IIE Seal of Excellence. SEC data reported by Auburn University's Internationalization lab ranks University of South Carolina in the 3rd spot for percentage of graduating UGs who studied abroad. With the top five identified: Vanderbilt 50.7%University of Georgia 37.21%University of South Carolina 31.94%Texas A&M 30.16%University of Florida 22.33% USC Student participation numbers for AY 2019-2020 to be reported over the summer 2020. The creation and development of the new student education abroad application system is ongoing with launch date of Spring Semester 2020. New program launch: "Global Gamecocks Abroad: Ireland" targeting freshmen and sophomore students.New program launch: "Global USC in London: The Arts" currently in recruitment mode. USC Academic Advisor's Conference to be offered for the fourth year. Education Abroad website content overhaul and branding update.
Resources Utilized	Education Abroad staff participation; "A" funds to supplement staff salaries as collected from SA student application fees; funding and sponsorship from organization "Lessons from Abroad;" third-party provider sponsorship continues for the Advisor's Workshop.

Goals - Looking Back

	UNIV101.
Goal Continuation	Ongoing.
Goal Upcoming Plans	Continue existing programming as above and strengthen where evaluations warrant.
Resources Needed	Education Abroad staff, faculty, and partner participation. "A" funds to supplement staff salaries. Additional Study Abroad Advisor - to date 400+ advising hours have been logged for UG advising appointments (not including walk-in appointments), with some students needing to wait 2 weeks for available advising appointment.
Goal Notes	

Goals - Looking Back

Goal Statement	Increase the engagement of USC faculty through partnerships with the Education Abroad Office and via curriculum integration. Evaluate faculty involvement and increase the number of faculty-led Global Classrooms by 5%. Support the exchange agreement process. Launch online learning tools.
Linkage to University Goal	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	Mission, Vision, and Values.
Status	Progressing as expected (multi-year goal)
Action Plan	
Achievements	Overall number of Global Classrooms submitted for AY 2019-2020 total 73. In partnership with CIS (third party) continue to build on the Study Abroad Faculty Certification Series and offer online training workshops in preparation for leading study abroad. Faculty Symposium to be held for second time in Fall 2019 with focus on "Building the UofSC Faculty Pipeline." IPHE 2020 in Sweden. Online Blackboard Education Abroad organization launched with modules targeting faculty specific information and resources.
Resources Utilized	Education 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.
Resources Needed	Education Abroad staff; workshop space; meeting space; marketing budget; conference travel budget; online database system.
Goal Notes	

Goals - Looking Back

Goal 8 - EAO Goal 3: Global Partner Programs

Goal Statement	Enhance the health of exchange agreements; enhance partnerships with administrative units in support of the Education Abroad mission; and evaluate the health of Global Partner Programs (third-parties).
Linkage to University Goal	• Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Spur innovation and economic development through impactful community partnerships.
Alignment with Mission, Vision, and Values	Mission, Vision, and Values.
Status	Progressing as expected (multi-year goal)
Action Plan	
Achievements	The number of USC UG students participating on USC exchange programs is increasing. Office visits with exchange partners have become expected programming. Annual Advisor's Conference is financially supported by external partner funding. Launch of the Advisor's Webinar Series targeting UofSC Academic Advisors. USC Consortium marketing and recruitment for Spring Semester 2020 and Maymester. New program launch: "Global Gamecocks Abroad: Ireland" targeting freshmen and sophomore students. In partnership with API. New program launch: "Global USC in London: The Arts" currently in recruitment mode. In partnership with Arcadia. Rebranding of UofSC Education Abroad Office per the UofSC alignment.
Resources Utilized	Education 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	Education Abroad staff, faculty, and external partner participation. Travel budget to review student sites.
Goal Notes	

Goals - Looking Back

Goal 9 - EAO Goal 4: Identify Strategic Opportunities

Goal Statement	Identify strategic opportunities in support of Education 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	• Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	
Status	Progressing as expected (multi-year goal)
Action Plan	
Achievements	The Education Abroad office met the IIE's Generation Study Abroad commitment goal and is recognized with the IIE Seal of Excellence. SEC data reported by Auburn University's Internationalization lab ranks University of South Carolina in the 3rd spot for percentage of graduating UGs who studied abroad. With the top five identified: Vanderbilt 50.7% University of Georgia 37.21%University of South Carolina 31.94%Texas A&M 30.16% University of Florida 22.33% Staff members participate in at least 3 USC HR training, professional development, or personal development courses as is now common required office practice. Individual Development Plans will be revisited and reviewed. Education Abroad staff will present at annual workshops and conferences nationwide.
Resources Utilized	Education 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	Education Abroad staff continue to submit conference proposals to major national conferences focusing on education abroad.
Resources Needed	Education 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	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	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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. Program moved online with the advent of the COVID-19 pandemic. Will resume in-person meetings with conditions make it feasible to do so. Partnered with Linguistics 795 instructor to provide pre-practicum students with opportunities to observe classes and both the face-to-face and online modalities (as a result of the pandemic).
Resources Utilized	Classroom/meeting space; Student services personnel
Goal Continuation	Ongoing
Goal Upcoming Plans	Review of current partnerships and evaluation of new partnership proposals
Resources Needed	Space, personnel, departmental/institutional infrastructure (i.e., computing equipment; Internet access)
Goal Notes	

Goals - Looking Back

Goal 11 - EPI Goal 2: 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	• Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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 (multi-year goal)
Action Plan	Review of EPI use of proficiency testing in student level progression has been undertaken for the purpose of responding to the Commission's reporting requirements; review of relationships with entities providing student referrals.
Achievements	Successful demonstration/affirmation of continued compliance with remaining 41 standards of CEA accreditation. Additionally, EPI completed it's 5-year self study for the Consortium of University and College Intensive English Programs in 2019. EPI received affirmation in early 2020 that EPI remains in compliance with UCIEP standards, and EPI remains a member in good standing.
Resources Utilized	
Goal Continuation	Annual reporting will continued to be carried out until the 2024 re-accreditation cycle when a new self-study will need to be conducted and submitted.
Goal Upcoming Plans	Successful response to three reporting requirements; annual report in February 2021.
Resources Needed	
Goal Notes	

Goals - Looking Back

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	• Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Progressing as expected (multi-year goal)
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	CEA Interim (5-Year) Report Submitted for Review; Committee Found/Affirmed Program Continues to Meet 41/44 Standards
Resources Utilized	
Goal Continuation	Ongoing.
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 - Looking Back

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	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Create new pathways to research excellence to become AAU eligible. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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.
Achievements	Partnership proposals currently under consideration with two international universities
Resources Utilized	Space, personnel, departmental infrastructure (i.e., computing equipment)
Goal Continuation	Enrollment management enhancement through strategic partnership development ongoing; Acquisition of modern data management infrastructure deferred due to impact of COVID-19 pandemic on available funds.
Goal Upcoming Plans	
Resources Needed	Carryforward of non-recurring funds (EPI is primarily a receipt-funded unit with E-funds serving as the primary operating accounts)
Goal Notes	

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - ISS Goal 1: Improve International 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	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Progressing as expected (multi-year goal)
Action Plan	Continue to prioritize this goal in strategic planning.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	1. Marketing intern (continued). 2. IEW committee (continued). 3. Global Carolina allocated budget of $5,000 (continued). 4. ISS Internationalization Coordinator position (continued). 5. Graduate Assistantships (three positions)
Goal Notes	

Goals - Real Time

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	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Continue to prioritize this goal in strategic planning.
Achievements	ISS advisors had over 5,700 unique interactions with international students during the 2019-2020 school year. ISS Advisors have supported 1026+ online chats since the COVID pandemic began in the U.S. ISS staff have worked tirelessly to ensure that our international students are up-to-date on the swiftly shifting federal policies surrounding travel, visas, and immigration compliance as it relates to COVID. ISS has scheduled regular virtual meetings.
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	1. Continued funding for access to SAVE and SEVIS. 2. Continued human resourcing to manage compliance and access to on-going training via DHS and NAFSA. 3. Continued use of International Student and Scholar Management System via Ellucian
Goal Notes	

Goals - Real Time

Goal 3 - ISS Goal 3: 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	• Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Progressing as expected (multi-year goal)
Action Plan	1. Continue to prioritize this goal in strategic planning. 2. Research possible technologies that would aid in communication, such as text messaging services 3. 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) 4. 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	The Internationalization Programming Coordinator revamped the international student newsletter and social media strategy in order to modernize ISS's communication strategy.
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	1. Social media (continued) 2. International Student and Scholar Management (continued) 3. Graduate Assistants Positions (continued) 4. Use of MailChimp Newsletter service (continued) 5. Marketing Intern (continued) 6. Associate Director Position (continued) 7. Strategic Technology Initiatives Specialist Position (new) 8. Graphic design programs such as Piktochart, Canva, Adobe

Goals - Real Time

	InDesign, and Adobe Photoshop (continued)
Goal Notes	

Goals - Real Time

Goal 4 - ISS Goal 4: International Student Orientation

Goal Statement	Create the informed UofSC international student.
Linkage to University Goal	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Progressing as expected (multi-year goal)
Action Plan	1. Continue to prioritize this goal in strategic planning. 2. Research online module services 3. Create online module(s) and pilot new orientation approach for fall 2019 or spring 2020 4. Research peer institutions approach and success stories
Achievements	ISS rehauled our orientation offerings this semester. The Internationalization Programming Coordinator successfully moved all orientation modules online and worked with the Senior International Student Advisor to create a robust offering on the Blackboard Course for incoming students.
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	1. Graduate Assistants Positions (continued) 2. Associate Director Position (continued) 3. Financial Resources to purchase technology for Online Modules 4. Graduate Practicum students (continued)
Goal Notes	

Goals - Real Time

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	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	Progressing as expected (multi-year goal)
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	Shorelight Live Contract signed and partnership with MIBS program launched; Potential partnerships with other programs under discussion. Increased diversity in international student population
Resources Utilized	1. Shorelight staff 2. Classroom space needed for studio
Goal Continuation	Build out studio after contract vetted and signed; build overseas partnerships and get at least 1-2 schools developing content.

Goals - Real Time

Goal Upcoming Plans	
Resources Needed	Studio space would need to be identified; Shorelight would pay for the studio creation.
Goal Notes	

Goals - Real Time

Goal 6 - EAO Goal 1: Increase Education Abroad Student Participation

Goal Statement	Increase undergraduate education abroad student participation by 5% from previous year. Support returnee students with organized reentry programming. Continue to evaluate partner programs and liaise with various campus partner services. Develop programming that continues to support diverse student needs. Refine and adjust the student support systems that launched in AY 2019-2020.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Spur innovation and economic development through impactful community partnerships.
Alignment with Mission, Vision, and Values	Goal markers have been met and are continuing to be reviewed.
Status	Progressing as expected (multi-year goal)
Action Plan	Update exchange program portfolios to highlight our most viable partnerships Focus on more efficient advising processes (e.g. group advising with an advisor for majors) Focus on more efficient communication with students (e.g. through the website and social media) Update pre-departure orientation to prepare students for traveling in a changed world (e.g. get them excited to stay where they are studying abroad as opposed to widespread travel over semester)
Achievements	Participation #s TBD, but have been heavily impacted by COVID-19 New program launch update: "Global Gamecocks Abroad: Ireland" targeting freshmen and sophomore students. New program launch update: "Global USC in London: The Arts" currently in recruitment mode. Approval of the tiered student program portfolio system, allowing students to review programs beyond the listings offered in the Education Abroad Office. New student support program launch: "Global Gamecock Guides" focusing on returnee study abroad students mentoring incoming exchange students.
Resources Utilized	Education Abroad staff participation; "A" funds to supplement staff salaries as collected from EA student application fees; funding and sponsorship from organization "Lessons from Abroad;" third-party provider sponsorship continues for the Advisor's Workshop. Living Learning Community section of UNIV101 (to Cuba) was added to U101 Quebec and U101 Aruba.

Goals - Real Time

Goal Continuation	Ongoing
Goal Upcoming Plans	Continue existing programming as above and strengthen where evaluations warrant.
Resources Needed	Education Abroad staff, faculty, and partner participation. "A" funds to supplement staff salaries.
Goal Notes	

Goals - Real Time

Goal 7 - EAO Goal 2: Increase Faculty Education Abroad Engagement

Goal Statement	Increase the engagement of UofSC faculty through partnerships with the Education Abroad Office and via curriculum integration. Evaluate faculty involvement and increase the number of faculty-led Global Classrooms by 5%. Support the exchange agreement process. Refine existing learning tools.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Spur innovation and economic development through impactful community partnerships.
Alignment with Mission, Vision, and Values	
Status	Progressing as expected (multi-year goal)
Action Plan	In partnership with CIS (third party) organize and offer a continuation of the Education Abroad Faculty Certification Series. Faculty Symposium to be held in Fall 2020 with sessions on diversity and inclusion. Virtual IPHE 2021 with focus likely to be on Ghana and its connection to South Carolina.
Achievements	76 Global Classroom programs were proposed for the 2019-2020 academic year, the highest number in EAO history. Of these, 20 were able to operate before the COVID-19 pandemic forced the suspension of all university-related travel.
Resources Utilized	Education Abroad staff; the Faculty Advisory Board; the Overseas Program Approval Committee.
Goal Continuation	Continue existing programming as above and strengthen where evaluations warrant.
Goal Upcoming Plans	Continue existing programming as above and strengthen where evaluations warrant. Launch first-year study abroad programming for Spring 2020 semester.
Resources Needed	Education Abroad staff; workshop space; meeting space; marketing budget; conference travel budget; online database system.
Goal Notes	

Goals - Real Time

Goal 8 - EAO Goal 3: International Partnership and Agreements

Goal Statement	Enhance the health of exchange agreements; enhance partnerships with administrative units in support of the Education Abroad mission; and evaluate the health of Global Partner Programs (third-parties).
Linkage to University Goal	• Create new pathways to research excellence to become AAU eligible. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships.
Alignment with Mission, Vision, and Values	
Status	Progressing as expected (multi-year goal)
Action Plan	EAO staff are in midst of reevaluating exchange partnerships based on student interest and needs.
Achievements	Implementation of tiered partnership system to highlight particularly high-quality programs and present a more digestible portfolio of program options to students.
Resources Utilized	Education 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	Education Abroad staff, faculty, and external partner participation. Travel budget to review student sites.
Goal Notes	

Goals - Real Time

Goal Statement	Identify strategic opportunities in support of Education 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	• Assemble and cultivate a world-class faculty and staff. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	
Status	Extended to following Academic Year
Action Plan	For AY20-21, EAO staff are submitting conference proposals for national education abroad conferences that are taking place virtually this year.
Achievements	EAO staff asked to author a chapter of NAFSA's health and safety in education abroad guide
Resources Utilized	Education 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	Education Abroad staff continue to submit conference proposals to major national conferences focusing on education abroad.
Resources Needed	Education Abroad staff. "A" funds to supplement staff salaries. Meeting spaces. USC HR programming; online training opportunities via networks and partnerships.
Goal Notes	

Goals - Real Time

Goal Statement	Contribute to the university's ability to recruit a diverse population of outstanding global scholars.
Linkage to University Goal	• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	Space, personnel, departmental infrastructure (i.e., computing equipment)
Goal Continuation	Ongoing.
Goal Upcoming Plans	Acquisition of modern data management infrastructure deferred due to impact of COVID-19 pandemic on available funds.
Resources Needed	Carryforward of non-recurring funds (EPI is primarily a receipt-funded unit with E-funds serving as the primary operating accounts)
Goal Notes	

Goals - Real Time

Goal Statement	Contribute to the university's graduate research mission by facilitating the university's recruitment, retention and matriculation of a diverse international student body.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	This goal is in alignment with EPI's mission to "to meet the university's English language needs in instruction, assessment, and resources" and increase "its capacity to recruit top students globally." Further, it is in alignment with EPI's vision of being the premier provider of intensive English instruction in the United States.
Status	Newly Established Goal
Action Plan	EPI will continue to expand upon its recruitment capabilities through the development of strategic partnerships, digital recruitment, and other outreach efforts as funds permit. EPI will continue working with relevant departments/programs on campus whose faculty or graduate students desire to engage in research projects in relevant areas and to ensure these stakeholders are adequately informed about possibilities for research collaboration. EPI will explore the possibility of offering graduate assistantships to students in the Linguistics PhD program as part of its annual budget review cycle.
Achievements	Numerous EPI students matriculated in the university or progressed into one of the pathways to matriculation of the International Accelerator Program. EPI employed 3 – 4 graduate assistants over the course of the 2019-2020 academic year.
Resources Utilized	Non-recurring funds commensurate with enrollments; office and classroom space; departmental/institutional infrastructure (e.g., computing equipment; Internet access; journal access, etc.)
Goal Continuation	Ongoing.

Goals - Real Time

Goal Upcoming Plans	
Resources Needed	Carryforward of non-recurring funds (EPI is primarily a receipt-funded unit with E-funds serving as the primary operating accounts);
Goal Notes	

Goals - Real Time

Goal Statement	Contribute to the university's undergraduate teaching mission and the education of the citizens of the State of South Carolina by augmenting its teaching capacity through the International Teaching Assistant Assessment program.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	This goal is in full alignment with EPI's stated mission to "meet the university's English language needs in instruction, assessment, and resources, thereby contributing to the university's internationalization efforts and increasing its capacity to recruit top students globally."
Status	Newly Established Goal
Action Plan	EPI will seek to improve the format for continued utilization of the asynchronous online ITA Workshop or a possible transition to a blended synchronous/asynchronous workshop to reduce the logistical complexities and recurring costs of the ITA Workshop administration. EPI will work in conjunction with the Graduate School and International Student Services to refine procedures associated with the identification of prospective international teaching assistants (those who have been offered an assistantship) and communication with them regarding the ITA Workshop and Assessment requirements.
Achievements	To mitigate the effects of the COVID-19 pandemic, the International Teaching Assistant Workshop was conducted remotely as an asynchronous online learning module for Fall 2020. The assessment was held in-person in small groups. During this ITA Assessment cycle, fifteen students possessed valid TOEFL or IELTS speaking sub-scores that allowed them to fulfill the ITA Assessment requirement without further testing. In addition to

	these fifteen students who were cleared to teach through exemption, twenty-four students received a 'Satisfactory' rating on the assessment, permitting them to provide classroom instruction. Nine students received a rating of marginal, which advises the student's department to encourage the student to work on improving their spoken English proficiency. Students with a marginal rating may be permitted to teach by their departments provided close supervision is administered. Nine students received an "At-risk" rating, which encourages enrollment in the ENFS 075 course and requires successful completion of the ITA Assessment in a subsequent administration cycle in order for the student to be authorized to teach.
Resources Utilized	A-funds for Assessment and the provision of instruction for graduate students (ENFS 075); office and classroom space; departmental/institutional infrastructure (e.g., computing equipment; Internet access; journal access, etc.)
Goal Continuation	Ongoing.
Goal Upcoming Plans	
Resources Needed	Continued allocation of A-funds to ensure compliance with the English Fluency in Higher Learning Act of the South Carolina Code of Laws and to ensure adequate teaching personnel to fulfill the university's instructional needs at the undergraduate level.
Goal Notes	

Goals - Real Time

Goal Statement	Contribute to the university's efforts to become a flagship institution of global renown through international partnership development that creates a pipeline for matriculation through exchanges, joint/dual degree programs, and contractual programming.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	This goal is in full alignment with EPI's stated mission to "meet the university's English language needs in instruction, assessment, and resources, thereby contributing to the university's internationalization efforts and increasing its capacity to recruit top students globally."
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	Carryforward of non-recurring funds (EPI is primarily a receipt-funded unit with E-funds serving as the primary operating accounts); A funds as appropriate (for Assessment and the provision of ENFS instruction for graduate students); office and classroom space; departmental/institutional infrastructure (e.g., computing equipment; Internet access; journal access, etc.)
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 14 - EPI Goal 5: Practicum Opportunities

Goal Statement	Contribute to the university's mission to produce interculturally competent educators through the provision of practicum opportunities through shadowing and assisting the faculty of English Programs for Internationals.
Linkage to University Goal	• Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	
Status	Newly Established Goal
Action Plan	Continue working with the Director of the Graduate Linguistics Program at the University of South Carolina and the TESOL Certificate Programs, as well as the instructors of LING 795, LING 395, and ENGL 439 to offer practicum opportunities and enhance students' chances of being selected for Fulbright English Teaching Assistant awards. Continue to solicit participation in the EPI Conversation Partners Program and to provide other volunteer opportunities for GLD and Peace Corps Prep Students. Continue to offer opportunities to render paid service (per funding availability) as Cultural Ambassadors with the SUSI Institute on Civic Engagement to UofSC undergraduate and graduate students.
Achievements	
Resources Utilized	Carryforward of non-recurring funds (EPI is primarily a receipt-funded unit with E-funds serving as the primary operating accounts); A funds as appropriate (for Assessment and the provision of ENFS instruction for graduate students); office and classroom space; departmental/institutional infrastructure (e.g., computing equipment; Internet access; journal access, etc.)
Goal Continuation	Ongoing.
Goal Upcoming Plans	
Resources Needed	Carryforward of non-recurring funds (EPI is primarily a receipt-

	funded unit with E-funds serving as the primary operating accounts); A funds as appropriate (for Assessment and the provision of ENFS instruction for graduate students); F-funds (grant awards) as appropriate; office and classroom space; departmental/institutional infrastructure (e.g., computing equipment; Internet access; journal access, etc.)
Goal Notes	

Goals - Real Time

Goal Statement	Contribute to the university's mission to promote understanding among the people of South Carolina and the international community at large through community outreach and community service programs.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	This goal aligns with EPI's mission, as well as the strategic priorities of the university, in that it fosters goodwill and intercultural understanding while yielding tangible results in community improvement (e.g. involvement of both EPI and the UofSC men's basketball team in constructing a deck for the home of Ms. Shaterrica)
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	EPI personnel; office and classroom space; departmental/institutional infrastructure (e.g., computing equipment; Internet access; journal access, etc.)
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal Statement	Contribute to the graduate research mission of the university through the provision of a platform for experimental and action research in the disciplines of Applied Linguistics, TESOL, Second Language Acquisition, and Linguistic Anthropology.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	This goal is in full alignment with EPI's stated mission to "meet the university's English language needs in instruction, assessment, and resources, thereby contributing to the university's internationalization efforts and increasing its capacity to recruit top students globally."
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	Carryforward of non-recurring funds (EPI is primarily a receipt-funded unit with E-funds serving as the primary operating accounts); A funds as appropriate (for Assessment and the provision of ENFS instruction for graduate students); office and classroom space; departmental/institutional infrastructure (e.g., computing equipment; Internet access; journal access, etc.)
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 17 - EPI Goal 8: Organization Participation

Goal Statement	Contribute to UofSC's prominence in the fields of Applied Linguistics, TESOL, SLA, and intensive English program administration through visible participation in and leadership of standard-bearing industry organizations, such as the University and College Intensive English Programs consortium (UCIEP) and maintenance of Commission on English Language Program Accreditation.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	This goal is in full alignment with EPI's stated mission to "meet the university's English language needs in instruction, assessment, and resources, thereby contributing to the university's internationalization efforts and increasing its capacity to recruit top students globally" by collaborating with the leading language instruction organizations in the field.
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - ISS Goal 1: COVID-Aligned Priorities

Goal Statement	ISS plans to realign our core values, goals, intentions, and mission based on the list of priorities that crystallized during the COVID crisis. This mission and strategic plan will focus on a student-centered approach that ensures institutional immigration compliance and empathetic, competent advising.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	ISS has always been a safe place for international students to come for many of their institutional needs: our mission is to provide essential support services to international students; ISS strives to position our office as an empathetic, active participant in international student success as we emerge into a pandemic-infused world.
Status	Newly Established Goal
Action Plan	ISS staff will have a focused retreat in order to draft our office's fresh directives. Students will be surveyed and data will be collected to ensure that we are heading in the direction that is necessary for our student and institutional needs.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	The ISS Director will lead a retreat in October 2020 to ensure office buy-in and participation in the drafting of the new office guiding documents.
Resources Needed	-Survey and assessment technology-Microsoft Outlook -All ISS full-time staff -OU Campus -Office supplies for drafting of new vision -MailChimp so ISS's updated vision can be appropriately shared with stakeholders
Goal Notes	

Goals - Looking Ahead

Goal 2 - ISS Goal 2: Changing Compliance Response

Goal Statement	ISS hopes to provide a nimble response to a dynamic and changing regulatory environment to effectively serve our international student population and to properly maintain all immigration compliance duties of the University.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Providing international students with superior student service, empowering them to drive their success, and ensuring immigration compliance are all aligned with ISS's mission of providing essential support services to students while also facilitating internationalization and global engagement.
Status	Newly Established Goal
Action Plan	ISS staff will review all relevant manuals and training materials to see if updates are necessary. Wasteful practices will be discontinued. Staff will go through professional development training as necessary. ISS protocol will be updated to reflect the most current best practice in the field of international student and scholar management.
Achievements	-Update check-in and orientation procedure to be almost entirely virtual while also adhering to in-person check-in standard -Review policies and procedures to ensure that ISS office is the most effective, competent, and organized it can be.
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	The update of ISS manuals and procedures is ongoing throughout the year. A handful of staff will attend the virtual NAFSA conference to become updated on
Resources Needed	-time for staff to focus on training and material update -technology that allows for sharing and updating of materials -professional development funds so that ISS staff are up-to-date on best practice

Goals - Looking Ahead

	-Access to NAFSA manual -Access to CRM such as Ellucian International Student and Scholar Management or other software
Goal Notes	

Goals - Looking Ahead

Goal 3 - ISS Goal 3: Virtual Programming

Goal Statement	International student success depends not only on the proper management of their immigration records, but also on their physical, mental, and emotional ability to complete a degree while living far away from familiar faces and places. ISS strives to make UofSC a welcoming, inclusive place for students of all national origins. While COVID has complicated the ability to host in-person events, ISS hopes to provide virtual opportunities and other physically distanced opportunities. ISS intends to partner with appropriate community partners who are also dedicated to providing a welcoming environment.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	ISS strives to encourage global engagement and greater internationalization for the greater University of South Carolina community.
Status	Newly Established Goal
Action Plan	-Thinking Globally presentations are being offered virtually and in-person (physically distanced) -Julia Ferillo (Student Services Coordinator) is continuing to network with community partners and to provide services to students in need -ISS is hosting recurring virtual meetings to ensure that international students have a place to provide feedback and to speak with other students. -ISS is officially partnering with the International Student Association to provide guidance and support -ISS is increasing the focus on mental health, particularly during a time of political and public health uncertainty.
Achievements	-Successfully schedule over 40 Thinking Globally presentations for the Fall 2020 semester -Continue the Buddies Program and provided guidance on getting together in a safe and physically distanced manner -Provide services to students in crisis

Goals - Looking Ahead

Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	Update website regularly with upcoming virtual events
Resources Needed	-Virtual platforms such as Zoom, Microsoft Teams, Collaborate -ISS staff, specifically the Internationalization Programming Coordinator, the Student Services Coordinator, graduate assistants, BSW interns, Assistant Director for Integration and Retention, Senior International Student Advisor and Advising Coordinator
Goal Notes	

Goals - Looking Ahead

Goal 4 - ISS Goal 4: Communication with Stakeholders

Goal Statement	ISS will organize and distribute appropriate information about the ISS office, including informative reports about demographics, programming initiatives, and more, with UofSC students and stakeholders. ISS will be a resource to University stakeholders who need data on specifics of F-1 and J-1 international students.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	ISS strives to serve not only our international students, but also the University of South Carolina community at large. By broadening our scope and ensuring that our digital presence is accurate, helpful, and engaging, we are serving all international students and UofSC stakeholders.
Status	Progressing as expected (multi-year goal)
Action Plan	-ISS staff will review the ISS website and revamp it as necessary to meet today's needs. -ISS staff will think of creative and engaging ways to share relevant data that informs the University at large on outlook for international student enrollment, international student involvement activities, and more. -ISS staff will publish annual demographic report in a timely manner with increased attention on visuals -ISS staff will ensure that social media accounts are active, engaging, and informative with a target audience of current international students but with a peripheral audience of prospective international students and alumni -ISS staff will ensure that our email newsletter is reliable, informative, engaging, and attractive.
Achievements	
Resources Utilized	
Goal Continuation	

Goals - Looking Ahead

Goal Upcoming Plans	-update the ISS website -create a dynamic demographic report
Resources Needed	-ISS staff such as Internationalization Programming Coordinator, Strategic Technology Initiatives Specialist, graduate assistant -Technology resources such as MailChimp, social media, Canva, Piktochart, Visio, Adobe Presenter, Blackboard, video converters, Photoshop, InDesign, and more.
Goal Notes	

Goals - Looking Ahead

Goal 5 - IAP Goal 1: Shorelight Live

Goal Statement	Build programmatic cooperation using the 'LIVE' online learning technology to grow enrollment.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	LIVE modality allows for innovation and scale in online delivery for existing programs (mostly at the PG level). American Collegiate LIVE would grow pipeline of potential freshmen from around the world and provide additional revenue.
Status	Newly Established Goal
Action Plan	-MIB program has been launched and is being marketed worldwide in LIVE modality. -Proposal submitted 8/20 for American Collegiate Live partnership to offer remote learning for UG students worldwide in non-degree status, with potential to bring qualified students to campus.
Achievements	-MIB program will offer first intake in Jan 2021. -AC Live would also be offered in Jan 2021 -Studio build near agreement (Coliseum) to be ready by Jan 2021.
Resources Utilized	-Shorelight staff -Studio space on campus -USC faculty -USC marketing support
Goal Continuation	This partnership can grow in this modality; limits are based on proving the market (worthwhile) and Shorelight's bandwidth to

Goals - Looking Ahead

	convert courses to this modality (instructional design)
Goal Upcoming Plans	-Awaiting feedback on ACL proposal (Sept 2020) -Potentially discussing expansion to Public Health
Resources Needed	
Goal Notes	

Goals - Looking Ahead

Goal 6 - EAO Goal 1: Virtual Education Abroad Opportunities

Goal Statement	Utilize the most current technology to streamline EAO processes and expand access to education abroad through virtual program opportunities. Increase education abroad participant numbers by 5%. Increase operational efficiency by fine tuning the EAO program portfolio to highlight the highest quality programs that meet UofSC students' interests and needs.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	Accessibility: We provide a variety of programs to meet the academic, financial and personal needs of the campus community. Innovation: We continually advance and modify all aspects of the study abroad experience.
Status	Newly Established Goal
Action Plan	Collaborate with the Center for Integrative and Experimental Learning and the Center for Teaching Excellence to develop high quality virtual Global Classrooms Conduct outreach in the field to stay abreast of education abroad resources and best practices as it relates to virtual programming Hold virtual Education Abroad Fair in September Reevaluate exchange and third-party partnerships.
Achievements	
Resources Utilized	Education Abroad staff participation; "A" funds to supplement staff

Goals - Looking Ahead

	salaries as collected from SA student application fees; meeting spaces; HR training.
Goal Continuation	Ongoing.
Goal Upcoming Plans	Faculty Symposium to be held on September 18th, 2020 will include a session on virtual programming. Virtual Education Abroad Fair to be held on September 22nd, 2020
Resources Needed	Education Abroad staff, faculty, and external partner participation. Scholarship fund for education abroad-specific scholarships. Travel fund to visit program sites.
Goal Notes	

Goals - Looking Ahead

Goal 7 - EAO Goal 2: Diverse Education Abroad Student Backgrounds

Goal Statement	Increase education abroad participation amongst students from marginalized communities to better equip students from all backgrounds with the tools for future success.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Accessibility: We provide a variety of programs to meet the academic, financial and personal needs of the campus community. Support: We provide the tools and resources for our stakeholders so they can determine the best option for their study abroad experience.
Status	Newly Established Goal
Action Plan	Utilize existing departmental relationships across campus to identify new channels for targeted outreach to underrepresented students Increase focus on conferences, webinars, and publications related to D&I amongst all EAO staff members Offer faculty workshops with a focus on developing inclusive study abroad programs and tackling issues related to on-site group dynamics Conduct regular marketing diversity audits to evaluate the representation of and resources available to students from underserved communities
Achievements	
Resources Utilized	Education 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	Faculty Symposium to be held on September 18th, 2020 will include

Goals - Looking Ahead

	a session on diversity and inclusion in Global Classroom programs.
Resources Needed	Funding for scholarships and continued funding for access to resources like Diversity Abroad. Education Abroad staff, faculty, and external partner participation. Travel budget to review student sites and attend D&I conferences.
Goal Notes	

Goals - Looking Ahead

Goal 8 - EAO Goal 3: Increased Faculty Diversity

Goal Statement	Increase and diversify the engagement of USC faculty through partnerships with the Education Abroad Office and via curriculum integration. Evaluate faculty involvement and increase the number of faculty-led Global Classrooms by 5%. Support the exchange agreement process. Refine existing learning tools.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	Accessibility: We provide a variety of programs to meet the academic, financial and personal needs of the campus community. Support: We provide the tools and resources for our stakeholders so they can determine the best option for their study abroad experience.
Status	Newly Established Goal
Action Plan	Faculty symposium held annually Enhance faculty development workshops offered by the EAO
Achievements	
Resources Utilized	
Goal Continuation	Ongoing.
Goal Upcoming Plans	
Resources Needed	Study Abroad staff; workshop space; meeting space; marketing budget; conference travel budget; online database system. Faculty Advisory Board. Overseas Program Approval Committee.
Goal Notes	

Goals - Looking Ahead

Goal 9 - EAO Goal 4: Education Abroad Partnerships

Goal Statement	Identify strategic opportunities in support of Education 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	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships.
Alignment with Mission, Vision, and Values	
Status	Progressing as expected (multi-year goal)
Action Plan	For AY20-21, EAO staff are submitting conference proposals for national education abroad conferences that are taking place virtually this year.
Achievements	
Resources Utilized	
Goal Continuation	Ongoing.
Goal Upcoming Plans	Education Abroad staff continue to submit conference proposals to major national conferences focusing on education abroad.
Resources Needed	Education Abroad staff. "A" funds to supplement staff salaries. Meeting spaces. USC HR programming; online training opportunities via networks and partnerships.
Goal Notes	

Goals - Looking Ahead

Goal 10 - EPI Goal 1: Modernize Data Management Systems

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	• Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Spur innovation and economic development through impactful community partnerships. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
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	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.
Achievements	
Resources Utilized	
Goal Continuation	Acquisition of modern data management infrastructure deferred due to impact of COVID-19 pandemic on available funds.
Goal Upcoming Plans	Carry-forward of non-recurring funds.
Resources Needed	The acquisition of a modern data management system will require the utilization of EPI E-funds.
Goal Notes	EPI is primarily a receipt-funded unit with E-funds serving as the primary operating accounts; decreased student mobility associated with the pandemic resulted in a need to defer this goal until conditions improve.

Goals - Looking Ahead

Goal 11 - EPI Goal 2: Immigrant Student Involvement

Goal Statement	Augment the university's capacity to enroll South Carolinians who are generation 1 or Generation 1.5 immigrants whose Cognitive Academic Language Proficiency is insufficient for successful matriculation in UofSC undergraduate study.
Linkage to University Goal	• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Looking Ahead

Goal 12 - EPI Goal 3: International Alumni Network

Goal Statement	Facilitate the development of a robust international alumni network.
Linkage to University Goal	• Assemble and cultivate a world-class faculty and staff. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student. • Spur innovation and economic development through impactful community partnerships. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Programs or Initiatives

Effective Programs or Initiatives

List your most effective programs/initiatives toward fulfillment of mission.

-**ISS**: Revamped approach to social media, newsletters, and overall sharing of information. We have seen increased engagement from our enhanced communication strategies. Refreshed orientation offerings; moving all modules completely online.

-**IAP**: American Collegiate Live – to preserve pipeline of students who cannot travel to US, Master of International Business LIVE (through the Shorelight LIVE platform)

-**EAO**: Transition to fully online application process via Mobility application database, Global UofSC in London, first virtual Global Classroom (RETL 592/HRTM 590 LUXURY MANAGEMENT IN ITALY: The Virtual Travel Experience), advising workshop series

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?

-Thinking Globally
-Carolina Intercultural Training
-International Student Orientation
-Buddies Beyond Borders
-International Education Week
-World Night
-Graduating International Student Program
-International Student Excellence Scholarship
-Hosted International Relations Specialist from Sultan Qaboos University in Oman
-Extended Accelerator Program
-Academic Accelerator Program
-International Direct
-Master's Accelerator Program
-Advanced Master's Accelerator Program
-Direct Master's Accelerator Program
-Career Accelerator Program
-American Collegiate Live
- Pre-departure orientation
-Global UofSC programming
-Black & Abroad events
-Education Abroad Fair
-International Perspectives on Higher Education
-Master's Accelerator

Programs or Initiatives

-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

Program Terminations

List any programs that were newly terminated or discontinued during the Academic Year. Provide justification as to why the program was discontinued.

-**ISS**: Walmart and Asian market shopping trips and Cultural programming trips, due to COVID and financial constraints

-**IAP**: Restructuring of Global Partner program portfolio to highlight exceptionally high quality and accessible partner programs

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.

-2017-2018 (latest available IIE OpenDoors data): #24 in total number of study abroad students of doctorate-granting universities; #19 in long-term duration of study abroad of doctorate-granting universities; #14 in mid-length duration of study abroad of doctorate-granting universities

-2018-2019: #3 in SEC with 31.94% of graduating undergraduates who studied abroad

Initiatives and Fees

Initiatives
Describe any new initiatives your unit will need for the coming year.
-Increased participation in the Columbia International Festival

Fees
List any new or changed fees that your unit has implemented or had to take on in the last academic year.
-EAO lost significant revenue in AY19-20 due to the need to refund all Summer 2020 study abroad applicants of their $150 application fee. Application fees typically support operational expenses and HR for EAO. This resulted in hiring freezes, RIFs, and distribution of responsibilities among remaining staff.

-As Fall 2020 Education Abroad travel was suspended, the EAO experienced further fee revenue loss. Global Carolina operates under a holistic budget model, so the loss of fee revenue was felt across the unit.

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.

International Student Services takes great care to forge partnerships and relationships with community members and local businesses to ensure that our international students have the resources they need for success. The ISS Partners Program has been very successful in the past few years. Due to our successful partnerships, ISS was able to create an endowment to support the International Student Excellence Scholarship. Once local businesses have the opportunity to recover from COVID, ISS hopes to continue to grow the Partner Program. In addition, ISS keeps in regular communication with community stakeholders such as Raj Aluri of the Columbia International Festival and International Friendship Ministries, Jamie Rodgers of Baptist Collegiate Ministry, Pat Cannon of HIS International, members of CCFI, and more. The off-campus student services coordinator also regularly coordinates relationship building with community partners in order to ensure that international students have their needs meet regarding housing, legal, and other essential support services. The Thinking Globally Program works with elementary, middle, and high schools throughout the larger Columbia area. The impact of this community engagement is great for both our international students and for the K-12 students in the community. One teacher said, "The presentations are always a highlight for my students. I really value your ambassadors time and really appreciate them sharing their culture with us!" During the 2019-2020 school year, over 2,000 students were reached with the Thinking Globally program.

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.

-Career Center
-Other Global Carolina Offices, including EPI, IAP, and the Education Abroad Office
-University 101
-Human Resources
-Student Health Services
-University Housing
-Graduate Student Association
-International Student Association
-Master of International Business LIVE (MIB via the Live online program) – with DMSB
-U101 collaboration adapted for international students
-Housing – ensuring appropriate housing for international students during Pandemic
-Career Center
-Center for Integrative and Experimental Learning
-International Business Department
-TRiO
-Capstone Scholars
-HRTM
-OMSA

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.

-Columbia International Festival
-Thinking Globally Community K-12 presentations
-ISS Partner Program
-CIS Abroad (certification series)
-API Abroad (UofSC in Ireland)

Campus Climate and Inclusion

Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion.
-Carolina Intercultural Training
-Thinking Globally
-Buddies Beyond Borders
-U101 collaboration adapted for international students
-Housing – ensuring appropriate housing for international students during Pandemic
-Career Center
-The IAP has partnered with the Confucius Institute and with the Center for Teaching Excellence and the Center for Student Success to offer workshops and trainings on how to engage with international students, in and outside of the classroom
- The EAO's biannual pre-departure included workshops on mental health, identity and culture, and sexuality abroad
-Continuation of OMSA drop-in advising, Hip Hop Wednesday presence, and regularly updated Identity Abroad pages on the EAO website.
- Service Saturdays initiative: EPI students offer their time and energy to volunteer alongside matriculated USC students, faculty, and staff.
- Omega Phi Alpha members help plan and host events for EPI students and serve as conversation partners
-Conversation Partners program that seeks to facilitate cultural exchange and language acquisition

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.

ISS: International Student Services continues to adapt to the new challenges brought on by COVID, including overall international student mobility, post-graduation employment outlook, an ever-changing regulatory environment, etc. ISS hopes to utilize this time of uncertainty to make timely and effective updates to our services so that we can continue to meet our students' needs by utilizing primarily digital means.

EAO: Like all university units, the EAO has experienced great challenges related to the COVID-19 pandemic. The limits on student mobility have impacted our office's revenue, staff numbers, and our team's ability to find meaning in their work. We are overcoming these challenges by focusing on a new conception of global learning to include multiple mediums for expanding students' horizons. We are highlighting virtual experiences and working to restart physical travel on a by-location basis when and where the risks are manageable. We are also working to find alternative sources of revenue for our scholarship fund. Historically, UofSC-funded scholarships have afforded approximately 90 deserving students the opportunity to study abroad. Without these funds, we are concerned that goal to increase access to study abroad will not be feasible.

EPI: 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.

Key Issues

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

ISS: International Student Services hopes to leverage the digital opportunities that abound in the virtual space in order to expand our service offerings to our international students, regardless of their physical location. ISS hopes to continue to create a dynamic, inclusive, informative space both on our website and on our social media accounts to ensure that our international students and stakeholders are informed and inspired.

EAO: Our challenge will be preparing students for global learning experiences that look very different to those of their predecessors. We have hosted reentry programming for Spring

Concluding Remarks

2020 students whose experiences were cut short to get a sense of what traveling during a pandemic was like for them. We will use this knowledge to revamp our application and pre-departure processes to help prepare students for traveling in this new world.

EPI: 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.

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

Cool Stuff

Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.
Global Carolina Business Office Support

The Business Office provides financial support for budgets and expenditures for university accounts and special projects. Manages the financial activities for student tuition and fees. The office works closely with the English Programs for Internationals by serving as the first point of contact for human resource needs. This includes but is not limited to posting positions and managing the hiring and onboarding tasks for full time, temporary, and student employees.

Global Carolina: Effective July 1 2020, and after six years in his role, the Vice Provost and Director of Global Carolina vacated his position for sabbatical, and an interim Executive Director of Global Carolina was appointed.

Concluding Remarks

EAO: In the summer of 2020, our office's name changed to the Education Abroad Office. We believe this name reflects the breadth of program types that we offer and serves as a reminder to students that they have opportunities to study, volunteer, intern, and conduct research around the world.