Executive Summary

Blueprint for Academic Excellence
Global Carolina
AY2022-2023

Highlights

Global Carolina maximizes student and faculty access to global learning by facilitating American student opportunities to study abroad, welcoming international students from across the world to the University of South Carolina, and encouraging and supporting international scholarly endeavors. Global Carolina serves as the university-level organization that supports international learning and scholarship across academic colleges and service units. The highlight of this year has been the impact of the pandemic on all international efforts. The adaptability and resilience of our team has been amazing and there are encouraging signs of Global Carolina weathering this challenging year and coming out the other side more innovative and nimble.

Mission Statement

Global Carolina seeks to make the University of South Carolina a global university via internationalization of the student body, the student experience, the curriculum, and the faculty. It unites front-line teaching and support services and includes the following units: English Programs for Internationals, International Student Services, Education Abroad, and the International Accelerator Program. We commit to infusing international, global, and comparative content through teaching, research, and service missions.

Vision Statement

Global Carolina seeks to create a global university, where all students, faculty and staff value internationalization and global perspectives, where all international community members are welcomed and valued, and where a global perspective is embedded in the university culture. Global Carolina enacts their vision through fostering transformative educational experiences abroad and at the University of South Carolina and supporting faculty and staff in their internationalization efforts.

Values Statement

As the central support mechanism for the University of South Carolina's international efforts, we value collaboration across academic and service units,
accessibility, innovation and challenge, while ensuring the safety of our community members and the quality of our academic experiences. Through International Student Services and the International Accelerator program, we focus on supporting undergraduate and graduate international students to gain access to the university and to be successful and safe in their academic and personal endeavors. English Programs for Internationals provides outstanding

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intensive English instruction for our international community members. The Education Abroad Office supports all students seeking to challenge themselves with international experiences and faculty wishing to provide innovative education abroad experiences for our students while ensuring the safety of our community members. All of Global Carolina's efforts are made through collaboration.

Goals - Looking Back

Goal 1 - EAO Goal 1: Rebound Education Abroad Student Participation in Wake of COVID-19 Pandemic

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	Education abroad programming successfully resumed in SP21. While numbers were lower than a typical spring and summer, FA21 numbers were very similar to a typical fall and we are seeing positive signs that our numbers will continue to rebound in SP22 and beyond. New program launch update: "Global Gamecocks Abroad: London" targeting freshmen and sophomore students. New program launch update: "Global UofSC in Peru" will be the first Global UofSC program offered over winter break and has recruited 28 students to participate during the 2021-2022 winter break term. Approval of the tiered student program portfolio system, allowing students to review programs beyond the listings offered in the Education Abroad Office.

Goals - Looking Back

	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.
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 - Looking Back

Goal 2 - 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	Completed successfully
Action Plan	In partnership with CIS (third party) organize and offer a continuation of the Education Abroad Faculty Certification Series. Faculty Symposium was held in Fall 2020 with sessions on diversity and inclusion. IPHE was held virtually in 2021 and leveraged community partnerships to focus on connections (e.g. historical, culinary, linguistic, etc.) between Ghana and 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. The pandemic caused significant challenges for short-term programming, but 1 Global Classroom program operated during the 2020-2021 academic year. So far, 51 Global Classroom programs have been proposed for the 2021-2022 academic year.
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.
Resources Needed	Education Abroad staff; workshop space; meeting space; marketing budget; conference travel budget; online database system.
Goal Notes	

Goals - Looking Back

Goal 3 - 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	Completed with mixed results
Action Plan	EAO staff have begun maintaining a list of exchange partnerships that we may want to discontinue due to lack of viability -- the decision to terminate an exchange partnership is always made through collaboration between the EAO and any relevant colleges/departments.
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 - Looking Back

Goal 4 - EAO Goal 4: Education Abroad Staff Development and Engagement

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	Completed successfully
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 member authored a chapter of NAFSA's health and safety in education abroad guide EAO staff served on Boards of the South Carolina Association of International Educators, Pulse, and CIS Abroad EAO staff presented at 2021 Forum for Education Abroad Annual Conference and 2020 NAFSA Region VII Annual Conference
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 5 - 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	Completed successfully
Action Plan	After much discussion and review, it was determined that EPI's current data management system is both robust and flexible and is adequate to meet program needs for multiple years into the future.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	The acquisition of a modern data management system has been determined to not be necessary at this time.
Goal Notes	

Goals - Looking Back

Goal 6 - ISS: International Student Orientation

Goal Statement	Create the informed UofSC international student by supporting the arrival and orientation process with dynamic, easy to use orientation material.
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 and other tools
Achievements	ISS rehauled our orientation offerings this semester. All orientation modules were moved online due to COVID precautions. A multitude of relevant, accurate videos were provided to students on the Blackboard platform. The ISS website was redesigned to allow for easier access of information. Multiple Zoom meetings were held to answer student questions. An in-person welcome event was reinstituted for Fall 2021.
Resources Utilized	1. ISS Staff 2. Zoom Subscription 3. Blackboard 4. Community Partnerships 5. Student fee funds for welcome event
Goal Continuation	This academic year, ISS will survey students and evaluate best options for future international student orientations. We will determine whether a virtual, hybrid, or fully in-person orientation is ideal for students.
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Looking Back

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. • 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	Completed successfully
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	International student newsletter and social media strategy was revamped in order to modernize ISS's communication strategy.
Resources Utilized	1. Social media 2. International Student and Scholar Management 3. Use of MailChimp Newsletter service 4. ISS Staff 5. Graphic design programs such as Piktochart, Canva, Adobe InDesign, and Adobe Photoshop 6. Microsoft Office Suite
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Looking Back

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	Completed with mixed results
Action Plan	-Thinking Globally presentations are being offered virtually and in-person (physically distanced) -ISS staff continued to network with 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. The Thinking Globally campus partner presentation was rated as the most valuable presentation based on U101 assessment. • Hosted several virtual coffee hours, Zoom meetings, and virtual Buddies Beyond Borders/Conversation Partners events • Used social media and other virtual outreach opportunities to

	connect with students • Worked with student marketing interns to create a social media presence using video content
Resources Utilized	• Virtual platforms such as Zoom, Microsoft Teams, Collaborate • ISS staff • Marketing interns completing work at ISS for course credit
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 - Real Time

Goals for the current Academic Year.

Goal 1 - EPI Goal 3: 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	Progressing as expected (multi-year goal)
Action Plan	Contact local support for immigrants and determine what resources may be available to meet the linguistic needs of newly immigrated/resettled generation 1 citizen/greencard holders.
Achievements	
Resources Utilized	EPI administration contact local NGOs whose goal is to support potential students
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

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	Progressing as expected (multi-year goal)
Action Plan	Utilize existing departmental relationships across campus to identify new channels for targeted outreach to underrepresented students 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	Increased focus on conferences, webinars, and publications related to D&I amongst all EAO staff members Held D&I discussion series for EAO staff throughout SP21 term FA20 Faculty Symposium focused on D&I EAO staff participated in Black & Abroad events throughout 2020-2021 academic year
Resources Utilized	Education Abroad staff participation; "A" funds to supplement staff

Goals - Real Time

	salaries as collected from SA student application fees; meeting spaces; HR training.
Goal Continuation	Ongoing.
Goal Upcoming Plans	Travel grant initiatives funded by third-party partners will focus on high financial need students
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 - Real Time

Goal 3 - EAO Goal 3: Increase 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	Progressing as expected (multi-year 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 - Real Time

Goal 4 - EAO Goal 4: Education Abroad Staff Development and Engagement

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	Completed with mixed results
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 - Real Time

Goal 5 - EPI Goal 1: Student Diversity

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	Progressing as expected (multi-year goal)
Action Plan	
Achievements	
Resources Utilized	Space, personnel, departmental infrastructure (i.e., computing equipment)
Goal Continuation	Ongoing.
Goal Upcoming Plans	Contact university partners, especially those within Global Carolina to determine means to increase the diversity of students who will then matriculate into the academic student population. Also, re-establish contacts with EPI student alumnae who have historically been the greatest referral agents for EPI.
Resources Needed	Include faculty to develop contacts for EPI graduates. To develop a team approach to reaching out to a broader student population.
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	Progressing as expected (multi-year 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.
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.
Goal Upcoming Plans	Communicate with Graduate student advisors within the departments of the university with a goal of informing of the nature and potential resource that EPI is able to provide for the department

	to recruit excellent graduate students no matter their level of English proficiency.
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 7 - EPI Goal 4: 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	Have each faculty member initiate contact with former EPI students to begin the process of out reach to this community. Have the EPI computing coordinator develop an email contact list that can be used to further develop this potential resource of ongoing referrals.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 8 - ISS: Prioritize 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. Continue to partner with campus and community partners to educate domestic students about the international student experience while providing opportunities for international students to connect to South Carolina culture and feel at home. Continue to help students connect with others through programmatic efforts.
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	1. ISS Staff 2. Funding from student fees that allow for student focused programming
Goal Notes	

Goals - Real Time

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	Completed successfully
Action Plan	Continue to collaborate with the Center for Integrative and Experimental Learning and the Center for Teaching Excellence to develop high quality virtual Global Classrooms
Achievements	Collaborated with the Center for Integrative and Experimental Learning and the Center for Teaching Excellence to develop resources and approval process for virtual education abroad programs led by UofSC faculty ("Global Learning Experiences") Collaborated with the Center for Teaching Excellence to offer sessions on developing Global Learning Experiences Conducted outreach in the field to stay abreast of education abroad resources and best practices as it relates to virtual programming

Goals - Real Time

	Held virtual Education Abroad Fair in September 2020 Reevaluate exchange and third-party partnerships. Faculty Symposium held in FA20 included a session on virtual programming.
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	Continue to offer sessions and resources for faculty interested in developing a Global Learning Experience
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 - Real Time

Goal Statement	ISS organized and distributed appropriate information about the ISS office, including informative reports about demographics, programming initiatives, and more, with UofSC students and stakeholders. ISS was a resource to University stakeholders who needed 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	1. The ISS website is updated on a monthly basis to ensure that it meets current student and stakeholder needs. 2. ISS staff uses 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. 3. Annual demographic report is published annually with detailed and engaging data about that tells the international student story from a quantitative perspective. 4. ISS 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
Achievements	All steps of the action plan were achieved for the 20-21 AY and are moving forward as expected for the 21-22 AY.
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	

Goals - Real Time

Resources Needed	• ISS staff • Technology resources such as MailChimp, social media, Canva, Piktochart, Visio, Adobe Presenter, Blackboard, video converters, Photoshop, InDesign, and more.
Goal Notes	

Goals - Real Time

Goal 11 - ISS: Reprioritization of Services Due to COVID-19

Goal Statement	ISS realigned our core values, goals, intentions, and mission based on the list of priorities that crystallized during the COVID crisis. This mission and strategic plan was revamped to point the office towards 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	Extended to following Academic Year
Action Plan	ISS is continuing to have frequent conversations about our services and how we can best meet the needs of our students and stakeholders in this current environment. As we all learn to live in a world infused with COVID-19 long term, ISS strives to take the lessons we're learning each semester and synthesize them into optimal office practice when it comes to providing the services our students and stakeholders need.
Achievements	ISS staff held intentional retreats and planning sessions to ensure that the ISS Office would emerge from COVID stronger than ever before. In addition, we sought feedback from students and made plans to further engage with the international student community to see how the University can be of further support to them. In addition to connecting with students, ISS connected with university and community stakeholders to communicate international student requirements, challenges, and other information relevant to international students and the pandemic.
Resources Utilized	1. Survey and assessment technology: Campus Baseline-Communication Technology: Mailchimp 2. ISS full-time staff 3. OU Campus
Goal Continuation	As COVID continues to have an impact on the world of international travel and federal immigration regulation, ISS will strive to pivot and guide institutional response in a compliant, organized, and student-

Goals - Real Time

	centered manner.
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal Statement	The Pandemic decimated our ability to attract new students and caused us to lose a significant number of current students. As Consulates re-opened and the vaccine became available, we sought to re-attract students to USC and to bring back students on Leave of Absence. In that same timeframe, affordability became an issue for some of our traditional audiences, and the drop in rankings also negatively impacted our core audience.
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	We want to ensure growth and international student mobility but without sacrificing our commitment to quality and positive outcomes.
Status	Progressing as expected (multi-year goal)
Action Plan	1. Focus on the safety measures in place on campus 2. Host a variety of events and webinars to highlight quality of our programs and support options 3. Strongly publicize our excellent outcomes 4. Seek to grow other regions that have not traditionally chosen USC 5. Developed a range of materials and campaigns, office hours for parents and students
Achievements	1. Numbers grew from fall 2020, though not to the level we hoped 2. Diversity of countries grew but with very small numbers from the wider variety of students 3. Student outcomes persisted despite many students studying virtually – our reputation globally remains good.
Resources Utilized	1. IAP staff 2. Shorelight global recruitment 3. Shorelight marketing Note that more marketing responsibilities now fall to the campus teams; we have needed to be extremely proactive in materials and campaign creation.

Goals - Real Time

Goal Continuation	Ongoing improvement but this goal will remain in place for most years.
Goal Upcoming Plans	As above
Resources Needed	Studio space would need to be identified; Shorelight would pay for the studio creation.
Goal Notes	

Goals - Real Time

Goal 13 - EPI Goal 3: International Teaching Assistant Assessment Program Implementation

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	Progressing as expected (multi-year goal)
Action Plan	EPI will continue 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. EPI will also reach out to various departments to educate on the process of the ITA Workshop and testing to foster a partnership in this process rather than being viewed as adversary.
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	Progressing as expected (multi-year goal)
Action Plan	If allowed, contribute to the English proficiency considerations of the joint/dual degree programs. To develop partnerships that recognize student exchange/education abroad could possibly consider language instruction as a part of those partnerships.
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 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	Though hindered by COVID-19 and the various efforts to mitigate the pandemic, EPI offered a very successful SUSI program online and was able to hire 6 UofSC cultural ambassadors both graduate and undergraduate level.
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.

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); 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 16 - EPI Goal 6: Community Outreach

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.
Status	Progressing as expected (multi-year goal)
Action Plan	Work in partnership with other UofSC units to tutor and support the needs of international students across the university.
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 17 - EPI Goal 7: Research Contributions

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	Progressing as expected (multi-year goal)
Action Plan	Encourage Linguistic graduate students who are interested in the process of evaluating the language proficiency and pronunciation of potential international teaching assistants (ITAs). These students can provide professional development for faculty by sharing reviews of the latest research as well as assisting in the process of evaluating the skills of the potential ITAs.
Achievements	Initial contacts were made with a linguistic graduate student who observed the ITA testing process and is eager to expand this opportunity to additional LING grad students in the future.
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 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	Progressing as expected (multi-year goal)
Action Plan	
Achievements	EPI met the final requirements for continuation of accreditation for the next 5 years. This process took more than a full year to adjust practices and document the changes to meet these final criteria.
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 19 - IAP Goal 2: Grow international enrollment using LIVE studio technology

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. • 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.
Alignment with Mission, Vision, and Values	LIVE modality allows for innovation and scale in online delivery for existing programs (mostly at the PG level).
Status	Progressing as expected (multi-year goal)
Action Plan	We have launched and started delivery of the first cohort of the MIB program using LIVE technology with our Qatari partner, GSI. While the first cohort is small, we have active plans to add to it and grow substantially over the next year. Further, we hope to work with DMSB and other stakeholders across campus to find additional uses of the LIVE technology for global delivery.
Achievements	1. MIB program launched first intake in August 2021, albeit with a very small cohort. 2. LIVE studio was completed; studio operator hired 3. Successful speaker series run through the studio through spring 2021. 4. Successful demo with School of Public Health and their partner in China (including MOE officials).
Resources Utilized	- Studio was built in Colisseum at Shorelight's cost. - DMSB faculty -IAP and Shorelight staff (instructional design, academic support, tech support etc.)
Goal Continuation	We believe that the successful launch of the MIB program with our Qatari partner (GSI) provides a platform to grow; we also seek to explore alternate uses for the studio with the Business School and other entities on campus (more likely for shorter courses, events rather than full degree programs which are difficult to sell)
Goal Upcoming Plans	1. Growth and expansion of MIB program with GSI 2. Discussion of alternate uses of studio
Resources Needed	- Shorelight staff - Significant investment in technology (funded by Shorelight) - Marketing and recruiting through Shorelight and their partners - Academic partner with DMSB staff
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - IAP Goal 1: Continuing to rebuild the IAP student population

Goal Statement	We are starting to see recovery from the lows of the Pandemic; however, the numbers have not returned, and ongoing safety concerns and changes to the geopolitical landscape (esp China) require new approaches to attract 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. • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.
Alignment with Mission, Vision, and Values	We have long been over-reliant on Chinese students (due mainly to price), and the ongoing bad PR in China plus political changes in that country has meant that we have not recovered our Chinese market. We seek to gain diversity in our student population as well as finding new ways to win back our market. Both are necessary to align with our mission, vision and values.
Status	Newly Established Goal
Action Plan	1. Use of data to map our outreach strategy 2. Ongoing marketing material development 3. Webinar plan with each region 4. Outreach to sponsors; re-energize UAE
Achievements	1. SACM reputation remains strong 2. Definite growth YoY in NSEs but with a lot of room to grow 3. Partnership reputation in China is still really solid; they know that students will thrive if they come here.
Resources Utilized	-IAP staff - Shorelight marketing and recruitment teams

Goals - Looking Ahead

Goal Continuation	We will continue to develop materials, reach out to leads, provide extra support for students and parents along with recruiters to increase yield and conversion.
Goal Upcoming Plans	Using our data to determine where we might perform best; working to identify new markets.
Resources Needed	- Data analytics (Shorelight) - IAP staff -Shorelight marketing - shorelight recruitment
Goal Notes	

Goals - Looking Ahead

Goal 2 - ISS: Support International Students & University Immigration Compliance

Goal Statement	ISS's foundation is the international student population and we aim to provide them with superior support services necessary for them to be successful UofSC students. ISS hopes to provide a nimble response to a dynamic and changing regulatory environment to effectively serve our international student population.
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 non-academic needs, creates opportunities for students to further be successful at UofSC. Providing international students with superior student services, 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	Progressing as expected (multi-year goal)
Action Plan	1. Continue to prioritize this goal in strategic planning. 2. Make advising opportunities more accessible to international students by offering online appointment scheduler, online advising hours, and email advising 3. Utilization of "New International" email account for the purpose of streamlining new international student communication 4. Graduate assistantship repurposed to provide more direct international student advising support. 5. In-person employment workshops are being revamped and offered again. 6. ISS Procedural Manual was updated and moved to new platform so that all advisors know where to look and how to advise students based on ISS procedure
Achievements	ISS advisors had over 3,400 unique interactions with international students during the 2019-2020 school year. ISS Advisors supported 1,456 online chat sessions in the 2020-2021 academic year. ISS staff have worked tirelessly to ensure that our international students are supported, which led to a 15% increase in international student enrollment for the 2021- 2022 academic year. For Fall 2021, ISS moved the immigration check-in procedure to be completely virtual. The procedural manual was updated to ensure audit-readiness and to ensure ISS advisors have adequate training materials. I-17 was updated to reflect all academic programs at the university.

Goals - Looking Ahead

Resources Utilized	
Goal Continuation	The international student experience will continue to be prioritized while maintaining the delicate balance between immigration compliance and cultural support.
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. Attendance at professional development events to ensure latest knowledge in immigration compliance 4. Access to NAFSA Manual 5. Continued use of International Student and Scholar Management System via Ellucian 6. ISS Staffing 7. Calendly and PHP Live Software 8. Access to CRM such as Ellucian International Student and Scholar Management or other software 9. Funds to pay recertification fee
Goal Notes	

Goals - Looking Ahead

Goal 3 - ISS: Provide Intentional Support to International Students in Need

Goal Statement	In a world that is still barraged by COVID-related difficulties combined with disasters that occur on a regular basis on the world stage, the international student population has unique exposure to events that may lead to mental health, financial, or other personal crises. International Student Services will leverage campus and community partnerships and utilize office resources to provide comprehensive support to international students going through crisis.
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.
Alignment with Mission, Vision, and Values	ISS's mission is to support nonimmigrant international students to propel them towards academic success. International students often go through difficulties during their time as students that may threaten their ability to achieve academic success or retention. By providing support during times of crisis, we help support whole student development, and in turn, increase the chances of international student success.
Status	Newly Established Goal
Action Plan	1. Award emergency scholarships on a limited basis 2. Submit IIE emergency student fund nominations when available 3. Collaborate with University Health Services to advocate for international student mental health support 4. Provide on-the ground support to students in active crisis 5. Work with students who qualify for Special Student Relief to apply for benefits 6. Advocate for nonimmigrant international students with campus and community stakeholders
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	1. International Student Excellence Scholarship Endowment Fund 2. Membership to IIE 3. ISS staff
Goal Notes	

Goals - Looking Ahead

Goal 4 - ISS: Refresh Cultural and Internationalization Programming Efforts

Goal Statement	ISS will comprehensively review all of our programming efforts to ensure that they are meeting the current needs of international students and the university community. These programming efforts include but are not limited to: Buddies Beyond Borders, EPI Conversation Partners, Carolina Intercultural Training, Thinking Globally, Graduation Reception, International Student Achievement Award, International Education Week, World Night/International Student Showcase
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.
Alignment with Mission, Vision, and Values	The ISS Mission is to support cross-cultural adjustment to promote academic success and to contribute to the larger USC community through dynamic internationalization programming. The programming scope of our office is a vital part of the services we provide to our students and to the larger USC community.
Status	Newly Established Goal
Action Plan	1. Programs are reviewed individually for effectiveness and satisfaction. 2. Students are assessed via surveys and focus groups. 3. Program participation and enthusiasm is monitored as well as effort that goes into the program. 4. Programs are expanded, refreshed, reduced or eliminated, or stay the same based on the findings of the review. 5. Partner with the Office of Diversity to expand upon global diversity offerings and to multiply efforts between DEI office and international offices 6. ISS staff who focus on programming will review their duties and determine most productive ways for streamlining and reprioritizing for optimal results
Achievements	
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	1. ISS staff 2. Assessment software
Goal Notes	

Goals - Looking Ahead

Goal 5 - IAP Goal 2: Institutionalizing a new leaner model for student support

Goal Statement	The Pandemic forced significant belt-tightening and innovative approaches to supporting students (remote and in person); we now seek to take the best of those learnings to institutionalize a leaner but effective model to attract and support our students without burning out our staff.
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	Some of the 'lean' required in the Pandemic is here to stay; we benefit by better understanding what kind of support really matters to our students and has an impact on retention. We need a staffing model that will not burn out current team members but still supports students in a significant way. We worked hard to re-assess what things are most important for student success, and our new plan takes into account faculty/staff bandwidth as well as student outcomes.
Status	Newly Established Goal
Action Plan	1. Student Services Director position eliminated; replaced with Student Success Manager 2. Peer mentor program is here to stay, with structured program of successful progressed students supporting new students 3. Utilization of grad students (Gas and hourly workers) as well as interns to support students on less complex issues 4. Admissions functions have been centralized within Shorelight (Shared service)
Achievements	1. These transitions have been achieved without any dramatic drop in student outcomes, despite the stresses of the Pandemic. 2. Staff largely retained through Pandemic (other than the intentional RIFs). 3. Found solutions to eliminate some reimbursed positions and to shift to time-limited to create a more flexible, variable cost model
Resources Utilized	- IAP staff (met weekly to develop plans and ensure we had a viable model.
Goal Continuation	Ongoing monitoring to ensure that we have the right balance of support (tutors, GAs, student support), academic and admissions support. We review and tweak each semester according to our learnings.

Goals - Looking Ahead

Goal Upcoming Plans	- Replacing the Academic Coordinator position with a time-limited position.
Resources Needed	IAP staff
Goal Notes	

Goals - Looking Ahead

Goal 6 - IAP Goal 3: Using data to drive recruitment, program and student support strategy

Goal Statement	With 6+ years of operation, we now have a deep well of data that can more effectively drive our recruitment strategy as well as help us understand which students do well and which need alternate intervention. We plan to be very intentional about how to use this data for better outcomes.
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	As the partnership moves towards maturity, it is the right time to validate a number of assumptions of what works well, who we are reaching, how they fare during and beyond our program. This data will drive our ability to 'do better' and to focus our resources where they have the most impact.
Status	Newly Established Goal
Action Plan	1. Compile data on student demographics, outcomes, transfers, behaviors, etc. 2. Share with key stakeholders for feedback 3. Refine strategy for entire student lifecycle, starting with recruitment and through graduation.
Achievements	Compiling data nearly complete; some student surveys for students who have left complete, presentations scheduled.
Resources Utilized	
Goal Continuation	This data and regular review/analysis will need to be maintained into the future and revisited each semester to draw new conclusions. Several 'incidents' in the past (e.g., Business School cap, Pandemic) have been critical parts of the story, but it will evolve and tell us more as we continue.
Goal Upcoming Plans	
Resources Needed	IAP staff ISS data
Goal Notes	

Goals - Looking Ahead

Goal 7 - EAO Goal 1: Support Resurgence of Student, Faculty, and Staff Travel

Goal Statement	As the pandemic continues to cause challenges to international travel, the EAO's first priority is supporting the resurgence of student travel opportunities. UofSC-related travel restarted in Spring 2021, and we continue to support this resurgence.
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.
Alignment with Mission, Vision, and Values	The pandemic challenged the EAO mission to its core, as we are charged with offering high quality international experiences to students, faculty, and staff. For almost one year, virtually no members of the UofSC community could take advantage of international experiences. This year, we are looking forward to returning to our core mission of facilitating global connections by providing accessible, high quality international experiences for students, faculty, and staff.
Status	Newly Established Goal
Action Plan	Continue to work with high quality on-site partners to help ease the foreseen challenges of traveling during and after a pandemic Continue to offer variety of advising services, as students have needed additional support while planning their experience during this time Continue to offer strong support for faculty-led programming and new guidance related to COVID-19 challenges
Achievements	Student and faculty/staff travel resumed in Spring 2021 Education Abroad Fair held in September 2020 52 faculty-led programs proposed for AY21-22
Resources Utilized	EAO personnel Travel grants provided by partners to help mitigate financial risks to students
Goal Continuation	
Goal Upcoming Plans	Faculty-led programming expected to resume during 2021-2022 winter break
Resources Needed	As rebuild continues, additional staff resources will become necessary

Goals - Looking Ahead

	Online database system Overseas Program Approval Committee Student International Travel Oversight Committee Additional scholarship and travel grants would help further mitigate financial risks to students Contingency funds held by colleges should be in place to help mitigate financial risks for faculty-led programming
Goal Notes	

Goals - Looking Ahead

Goal 8 - EAO Goal 2: Partnership and Programming Evaluation

Goal Statement	The EAO has historically supported a broad expansion of affiliated programs. In the upcoming year, the EAO plans to focus on an evaluation of its programming portfolio, culling where necessary, to ensure that all programs offered by the EAO are of high caliber and represent a strong fit for UofSC faculty, staff, and student needs.
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 EAO is charged with offering "safe and high quality" experiences for students. With a portfolio of over 1500 programs, it is quite difficult for staff to be knowledgeable about all aspects of the support services and risk management protocols of programs. Refocusing on strengthening our partnerships and growing them into robust, multi-faceted partnerships will ensure we can continue to offer the highest caliber experiences to students.
Status	Newly Established Goal
Action Plan	Evaluate exchange partnerships and partner programs through use of an objective rubric system
Achievements	Several years ago, we eliminated some "low hanging fruit" based on enrollment numbers. In this new wave of portfolio evaluation, we will consider location redundancies, student support, faculty research opportunity, and other factors.
Resources Utilized	EAO personnel expertise, faculty/staff expertise,
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	Staff resources, site visit budget, Overseas Program Approval Committee, Student International Travel Oversight Committee
Goal Notes	

Goals - Looking Ahead

Goal 9 - EAO Goal 3: Optimize Efficiency of Office Operations

Goal Statement	The EAO staff have lost 7 of 10 staff members since April 2020 due to resignations or reductions-in-force. While this turnover has brought many challenges, one upside is that we have the opportunity to reevaluate office processes and student enrollment procedures to optimize efficiency.
Linkage to University Goal	• 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	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. 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	Evaluate identified processes to determine areas for improvement Develop manuals for each process/position in the office
Achievements	Identified processes that may leave room for improvement
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	Staff retreat focused on developing leaner operations
Resources Needed	EAO staff, online database system, technology resources
Goal Notes	

Goals - Looking Ahead

Goal Statement	Maintain a faculty of expert English as a second language instructors who are able to instruct and inspire students in the process of English language acquisition.
Linkage to University Goal	• Assemble and cultivate a world-class faculty and staff. • Build teams that win with excellence and character.
Alignment with Mission, Vision, and Values	Without a vibrant faculty, EPI will not be able to meet its mission, vision, or maintain its values.
Status	Newly Established Goal
Action Plan	
Achievements	
Resources Utilized	Hire faculty who have the skills to be excellent instructors and the desire to fill the needs of those current EPI faculty who are contemplating retirement within the next year.
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 student advising. We now offer extensive online advising and appointment scheduling software Calendly. The response to this has been positive. Streamlined office processes to maximize efficiency and student service offerings with less staff. Collaborating with various departments across campus to improve the incoming exchange student process. Focus on increased in-person programmatic offerings, including an in-person President's Reception, Graduation Reception, International Education Week Offerings, and International Showcase. An increased focus on supporting progressed IAP students. Continued development of online enrollment processes for students who enroll in fully online programs from outside the U.S. Increased focus on international student excellence scholarship to increase number and achievement level of applicants. Support students in crisis by applying for IIE grants and by providing on the ground support as needed.

-**IAP**: We have been able to adapt our curriculum to both virtual and flex (hybrid) delivery to serve our students where they are.   We also developed a Peer Mentor program to better support new students. The LIVE studio was built and the first program to be offered there (MIB) was launched with a small initial cohort based in Qatar. We re-designed our student support model to be significantly leaner but without sacrificing the connection to students.

-**EAO**: Education abroad programming successfully resumed in Spring 2021. Revamped approach to student advising and now offer both virtual and in-person advising appointments to accommodate the preferences of all students. Streamlined some office processes to maximize efficiency and student service offerings with fewer staff.

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?

-Extended Accelerator Program
-Academic Accelerator Program
-International Direct
-Master's Accelerator Program
-Advanced Master's Accelerator Program
-Direct Master's Accelerator Program
-Global UofSC in Peru (28 students recruited - program on track to depart for winter break)
-Gamecocks in London freshman program (currently in recruitment mode)
-Education Abroad Pre-Departure Blackboard Course
-Education Abroad Ambassadors

Programs or Initiatives

-Global Gamecocks Podcast
-University 150/151
-Peer Leader training
-Career Accelerator transformed into a more shared service
-Curriculum Mapping
- MIB LIVE (through the studio)

Program Terminations

List any programs that were newly terminated or discontinued during the Academic Year. Provide justification as to why the program was discontinued.
-**IAP**:We sunsetted our participation in American Collegiate Live, a program designed to preserve the pipeline of students who couldn't arrive. We also have put global recruitment for MIB LIVE on hold for now, with a focus on maintaining and growing the existing cohort in Qatar.

-EAO: We terminated a Global UofSC in London Maymester, and are focusing our Global UofSC programming on underrepresented destinations. We also terminated Global Partner affiliations with Arcadia University and IFSA-Butler.

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.
According to the 2020 Open Doors annual data, the UofSC EAO is recognized for being ranked 29th among the top 40 doctorate-granting universities for total number of study abroad students. UofSC also ranked 13th of the top 20 institutions for mid length duration, defined as one semester abroad, up one spot up from the previous year.

Initiatives and Fees

Initiatives
Describe any new initiatives your unit will need for the coming year.
ISS will be focus on promoting the international student excellence scholarship to increase the number of qualified applicants. We are refreshing our website, internal documents, and procedure manuals to ensure that the ISS office is operating at maximum efficiency. Recertification with the Student & Exchange Visitor Program is due in early 2022, so this will be submitted after a holistic review of the I-17.

Fees
List any new or changed fees that your unit has implemented or had to take on in the last academic year.
- International Student Services implemented a $100 SEVIS maintenance fee in August 2021 to help support the continued immigration compliance services offered to post-graduation international students utilizing Optional Practical Training or Academic Training.
- Education Abroad Office received Board approval to offer a $150 visa processing fee. The EAO plans to offer visa processing for students who require visas to study in Italy and Spain. This is a substantial number of students who currently have to fly to Miami to appear in person at the Italian and Spanish Consulates, at their own expense. This will give students a cheaper option as EAO staff will handle their visa processing.

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. 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!"

The Education Abroad Office seeks to develop strong ties with the local community through projects like IPHE 2021 Ghana, which heavily relied on the local Columbia community as it explored community connections between Ghana and South Carolina. Additionally, the EAO facilitated community service through the Peace Corps Prep program, through which PCP participant complete up to 50 hours of local community service projects.

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
- University 101
- Human Resources
- University Housing
- Graduate Student Association
- International Student Association
- University Health Services
- Student Conduct
- Master of International Business LIVE (MIB via the Live online program) – with DMSB
- U101 collaboration adapted for international students (U150/151)
- Housing
- Career Center
- Center for Integrative and Experimental Learning
- International Business Department
- TRiO
- Capstone Scholars
- HRSM
- OMSA
- Honors College (creating pathways for qualified IAP students)
- Black and Abroad student organization
- Study Abroad Association student organization
- Global Gamecock Guides student group
- Center for Teaching Excellence

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/International Friendship Ministries
- CCFI Partnership: Airport pickup, shopping trips, and sponsored excursions such as the Columbia Art Museum
- Thinking Globally Community K-12 presentations
- U.S. Department of Homeland Security (SEVP, CBP)
- U.S. Department of State
- API Abroad (Gamecocks in London - freshman program)
- Peace Corps Prep program

Campus Climate and Inclusion

Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion.
ISS collaborated with campus partners such as Dr. Christina Yao, Dr. Todd Shaw, and the Office of Multicultural Student Affairs to have transparent discussions about ensuring that DEI efforts are intentionally enacted within the ISS Office. ISS hosted an AAPI Forum to discuss the AAPI experience since the beginning of COVID. ISS presented at CAS diversity trainings and CTE workshops to discuss the international student experience. ISS also led the following programmatic efforts aimed at improving campus climate and inclusion.

-U101 collaboration adapted for international students(U150/151)
-Housing
-Career Center
-The IAP has partnered 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

- Development of a peer mentor program - recruiting, training and deploying progressed IAP students to support small groups of incoming students.
- 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: We have three major areas of risk: lack of assistant director/second tier leadership, the ability to retain staff when their salaries are lower than average and they have absorbed three positions and dealt with an enormously stressful regulatory environment during COVID without any incentives to speak of, and lack of adequate technology to keep up with the needs of an office that services 1500+ F-1 and J-1 students in addition to 200+ non-US citizen students at any given time (which are all related to budgetary shortfalls).

 ISS is a compliance heavy office. While our programming is essential to the spirit of internationalization and global diversity on campus, we first must successfully ensure the international students can enter the U.S. and then successfully retain them. To do this, we must align with the U.S. Department of Homeland Security requirements, which requires constant vigilance of student records while also providing compassionate and comprehensive student support. If proper care isn't taken to ensure immigration compliance, DHS/ICE reserves the right to revoke a University's ability to admit international students. This is a particular risk right now because the Director/Principal Designated School Official position does not have adequate "deputy" positions that could be in charge if the director has to be away. While there are incredible people on ISS staff, there are two vacant assistant/associate director positions that are sorely missed and would be a risk to immigration compliance of the university if the Director/Principal Designated School Official became incapacitated or unavailable. When COVID occurred and university furloughs were happening nationwide, the Student & Exchange Visitor Program made a statement that included the following: "If a certified school furloughs all its DSOs, the action is grounds for withdrawal of the school's SEVP certification (8 CFR 214.4(a)(2)(xiii)). The absence of DSOs also makes it impossible for schools to respond to SEVP requests and update records in SEVIS. Federal regulations state that failure to respond to an SEVP request constitutes a voluntary withdrawal of certification (8 CFR 214.3(h)(3)(vii))." DSOs are essential to the functioning of a modern university and I believe that ISS needs to improve its support of the current DSOs who have survived the most turbulent years in international education since 9/11. There is a serious retention risk within ISS at this time due to everything previously stated.

 In addition, the State of South Carolina has a code which requires the university to verify legal presence for any individual before enrollment in the University. This verification responsibility was delegated to ISS when ACAF 3.04 was created in 2009. ISS staff are required to not only initially verify the documents of every non-US citizen individual wishing to enroll at the University, but also to continuously monitor their status and follow up with them when it expires. This policy is more stringent than almost any other institution in the country (including other South Carolina institutions) and is handled by entry level staff at ISS because there is no other option due to budgetary issues.

And finally, the technology issue has been present for years. ISS was in the works to move forward with the RFP process to hopefully implement Sunapsis, which is largely considered the gold standard of international student services CRMs, but then Global Carolina budget cuts prevented ISS from moving forward with the new technology while also ensuring that the Associate Director Position that focused on immigration compliance remained vacant. Now, the conversation about new technology has been revived. For ISS to innovate and improve and therefore serve the academic mission of the university, improved technology that is truly suited to the needs of a large international student population is essential.

Concluding Remarks

ISS is taking great care to be intentional about the quality, content, and quantity of services we offer. We are recovering from the whirlwind of COVID in which we had to cut non-essential programs and initiatives. We hope to review and analyze this year so that we can intentionally rebuild one stone at a time. To successfully rebuild, the use of the international student enrollment fee or other funding to support ISS positions and technology is essential. In addition, reenvisioning the holistic global strategy of the University with international student cultural and compliance issues being considered as equal to other international exchange issues will be essential for the smooth and successful functioning of ISS in the future.

IAP: The Pandemic and subsequent loss of international students has hit our department hard, and we are working to come back from it. We've changed our structure to a significantly more variable model to build in greater flexibility for future swings -- all without negatively impacting student outcomes. We've also done our best to bring students back who were mid-way in their program or even progressed, though we have not always been as effective as we would have liked. We've cut non-essential programs and are trying to figure out which are the things which bring the greatest return on investment.   Our enrollment recovery has lagged behind other Shorelight partnerships, and we need to better understand the causes for this.

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, and morale has improved since physical education abroad programming resumed in SP21. We need to work 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. Finally, we have faced substantial staff turnover in the EAO -- seven of ten employees have left since April 2020.

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

Concluding Remarks

steps you plan on initiating.

ISS: The key issues for this upcoming year center around rebuilding after a time of severely interrupted international travel and around advocating for the international student experience on campus. The latter requires leveraging partnerships throughout campus so that international students can be present on the minds of offices so important to their success: Office for International Scholars, Counseling and Psychiatry, the Graduate School, the Career Center, Human Resources, academic departments, the Office of the Registrar, and so on. We aim to be a student-centered office that supports the overall academic mission of the University while ensuring the highest level of immigration compliance. The key issue to ISS is always that our students are provided with the tools they need to be successful and that the ISS Office works towards Global Carolina's goal of comprehensive internationalization by ensuring international students can enroll at the University. However, the comprehensive internationalization goal has become murkier over the past 18 months and can often get lost when ISS staff are doing all they can to maintain compliance related duties. ISS needs to be able to come together with the other internationally-focused units to re-envision what comprehensive internationalization means for the University and to better understand how ISS's role fits.

IAP: Rebuild and re-staff. With the MD leaving at the end of the year and the Academic Coordinator having just left, we need to ensure continuity to keep the program and university top of mind within the Shorelight family.

IAP: Attracting a more diverse set of students. The China market has not recovered, and we need to look to key differentiators to find new audiences for both UG and PG programs.

EAO: Our challenge is preparing students for global learning experiences that look very different to those of their predecessors. We have revamped our advising, application, and pre-departure processes to help prepare students for traveling in this new world. A foremost priority is rebuilding our staff. We are currently training three new employees, and will likely be hiring three more this year.

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.

• No. of Students enrolled in English Programs for Academic Year 20-21:

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  - Fall 20
  - Spring 21
  - Fall 20
- No. of Students enrolled in Educations Abroad Programs
  - Fall 20
  - Spring 21
  - Fall 20
- No. of students graduating with Education Abroad credits in academic year 20-21
  - Total:
  - Full Semesters (Fall, Spring or Summer)
  - Short-term (Spring break, Maymester, Winter Term)
- No. of degree-seeking International Students enrolled (including IAP degree-seeking students):
  - Fall 20
    - Undergraduate
    - Graduate
  - Fall 21
    - Undergraduate
    - Graduate
- No. of Non-degree seeking International students enrolled:
  - Fall 20
    - IAP students:
    - Exchange students:
- Freshman to Sophomore Retention of International
- 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.

ISS:

- We currently have 3 Aruban sisters from the same family enrolled at the University of South Carolina. The Kock siblings are an incredible group of students and they are very passionate about both the University of South Carolina and their home country of Aruba. If there's ever a need for a feature on a committed international family, this family would be one to consider.

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- In 2021, ISS submitted IIE Emergency Student Fund Nominations and received three approvals. International students in need due to COVID or crises in their home country received between $1,700 and $3,500 to help with educational and living expenses.

- ISS staff began exchange student specific programming at places like the Oliver Gospel Mission and the State Fair to help international students experience the larger Columbia community.

- There were four F-1 international athletes who competed in the Tokyo Olympics

- Thinking Globally was considered the most valuable U101 campus partner presentation in the Fall 2020 semester based on U101 assessment.

- ISS received a visit from a retired SEVP Policy Analyst who discussed the importance of the work done by Designated School Officials and mentioned that over 30% of world leaders receive at least part of their education in the U.S. (according to Open Doors), which is only made possible by the ISS staff/Designated School Officials who ensure their visas allow them to be in the U.S. without any issue.

- ISS piloted a fully online orientation program with much success. Student feedback was very positive.

- **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.

IAP:

- Since arriving at USC, former IAP student Yehor Shtanko from Ukraine has competed in a variety of business plan competitions and brought home 1st placeawards for our university. In December 2020, Yehor and his team won the Ukrainian national round and advanced for the World round of Unilever Future Leaders League (UFLL'21) — one of the largest annual student competitions on creative business solutions in the world. They placed 8th out of 54,000 applicants from 26 countries.

- During the Pandemic, the IAP team created the Peer Mentor program, training and deploying successful students who had finished the IAP program to help new students find their place at the university, regardless of whether they were remote learners or at USC. This program was so successful that it has been made a permanent part of the support curriculum.

- IAP hired a coordinator based in China to help provide remote support to all students studying virtually. She also worked with all those students to help them get updated visa documentation to be able to come back to campus.

- The IAP team partnered with the Saudi Student Association to find better support for

Concluding Remarks

sponsored students, including shared outreach to the sponsor to ensure prompt payment and no interruptions to study.

- The LIVE studio was build in Colisseum (entirely at Shorelight's cost) and provides state of the art remote classroom teaching to students around the world. It was launched with the delivery of the MIB program to a very diverse classroom of learners (many nationalities) based in Doha, Qatar.

EAO

- Two Honors College seniors focused their senior thesis on the unusual education abroad experience and unexpected early return of SP20 study abroad students
- The Global Gamecocks Podcast was nominated for a GoAbroad Award for Innovation in Alumni Engagement
- The 2019-2020 EAO Annual Report won a 2021 AEJMC Engagement in Visual Communication and Best in Design award for Best in Printed Annual Reports, Brochures, and Catalogs