



International Programs

UNIVERSITY OF SOUTH CAROLINA

BLUEPRINT FOR ACADEMIC EXCELLENCE 2009-2010

VISION STATEMENT

That the University of South Carolina is rich in internationally focused opportunities that engage students in global learning, support the scholarly activities of the university, and connect our students, faculty and staff to the rest of the world.

MISSION STATEMENT

International Programs develops and delivers services and programs which facilitate students' engagement in international learning. The department provides leadership and resources to the university in support of its international activities.

STRATEGIC GOALS

1. Increase international recruitment efforts in order to develop a more diverse and academically meritorious student population.
2. Expand participation in education abroad programs that foster students' academic, personal and cultural learning by increasing recruitment efforts.
3. Enhance satisfaction and retention of international students by providing outstanding support services in collaboration with university partners.
4. Enhance the personal development and satisfaction of education abroad students while advancing best practices in the field.
5. Expand university opportunities for global learning through programming and activities in order to better prepare students to thrive and contribute in an increasingly interdependent world.
6. Advance the institutional commitment to service, research, scholarship, and creative achievement for students, faculty, and staff through a global lens.
7. Lead institution in international outreach and collaboration with partner institutions to promote university internationalization efforts.

Goals #1: Increase international recruitment efforts in order to develop a more diverse and academically meritorious student population.

Related to: Division Goal #6: Outcome (B)

Performance Blueprint Analysis of Goal:

International Programs continues to build expertise in international recruitment and has begun strengthening ties across campus by convening an international recruitment workgroup and coordinating recruitment efforts. Fiscal year 2009-2010 is the benchmark year for a 5-year international recruitment push, seeded with federal stimulus money. Success of the goal depends largely on the feasibility to continue in-country recruitment fairs and student contact with the main constraint on efforts being budgetary. If funding levels restrict the continuation of in-country activities, little benefit may come from those recruitment activities undertaken this year.

To complement in-country presence, additional recruitment opportunities have been sought, such as use of in-country agency representation, website promotion, articulated transfer agreements with partner institutions, greater outreach to English Programs for Internationals (EPI) students, and revision of policies to make study at USC more attractive to sponsored students at the graduate level. All of these alternative recruitment activities are in the initial phase; progress will be monitored.

To underscore the importance of international students on campus a GPA and retention study is in progress. Initial findings indicate that during the 2009-2010 academic year non-citizens in all visa categories reported an average GPA of 3.557 while American citizens had a cumulative GPA of 3.154. The caliber of international students is further highlighted when broken into undergraduate and graduate categories.

Initiative #1(a) Advance recruitment programs with Taiwan and China as priorities.

Related to: Division Goal #6: Outcome (B)

- KPI: Track the number of programs and recruitment activities undertaken with Taiwanese and Chinese institutions.
 - Target: Increase recruitment activities to four significant contacts per year
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Annually through June 2012, revising as needed
- KPI: Track enrollment numbers over the next three years to determine effectiveness of various programs and recruitment activities.
 - Target: Meet national enrollment trends for percentage of Taiwanese and Chinese students
 - KPI Method: Data from database sources
 - Report Date: Demographic Report available by December, final analysis on activities reported in 2012

KPI Performance:

A recruitment trip was undertaken in March 2010, which involved USC's representation at the Oh! Study fair in Taipei, Taichung, and Kaoshiung, Taiwan. The USC representative also visited Taipei American School and I-Shou International School, as well as two agents and one Education USA center. Materials are being mailed to three other high schools which could not be visited within the timeframe of the trip.

A recruitment trip was undertaken in March 2010, which involved USC's representation at the CIEET fair, a major international education fair sponsored by the China Ministry of Education. The fair went to Beijing, Shanghai, Guangzhou, and Qingdao. Visits were also made to agents while in country, as

the usage of agents has become a more regulated, mainstream source of international students from Asia and India. A bid process was completed for approving agency vendors interested in promoting the University to their international students and setting up a mechanism to facilitate the contractual relationship.

Finalized in Fall 2009, an articulated transfer agreement with Ocean University in China has yielded its first two students. Currently the students are enrolled in EPI classes but are anticipated to matriculate into the University during the Fall 2010 semester.

Analysis of Initiative:

The recruitment fairs as a whole were successful in acquiring student contacts and introducing the university to a large number of students. Students who indicated their interest by completing interest forms and fair lists have been contacted and put into EMAS to further develop student interest in the university. Matriculation will be monitored over the next year to evaluate the success of individual fairs. Additionally the in-country experience gained by representatives and their impressions of the cities visited, as well as feedback on materials and student needs, has been helpful in reevaluating recruitment efforts.

Initiative #1(b) Increase effectiveness of international scholarships to increase international student recruitment.

Related to: Division Goal #6: Outcome (B)

- KPI: Review and if needed develop policy revision, in collaboration with campus partners to increase the number of scholarships for international students.
 - Target: Report on changes, track the utility of changes through increase in scholarships awarded
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010, final report June 2010.
- KPI: Include new scholarship policies on the International Programs website and track the number of new scholarships awarded.
 - Target: Increase the number of new scholarship award recipients
 - KPI Method: Regularly update item once an activity is completed, report based on sponsored student data
 - Report Date: Available by March

KPI Performance:

Policy revision will be finalized for next fiscal year, which would codify existing policy to update and enhance the use of resident fellowship tuition rate at the graduate level. Once implemented these changes will increase the ability of academic units to attract sponsored graduate international students and eliminate awkward workarounds that currently exist.

Additionally the Sister-State Tuition benefit has been added to publications and promoted during in-country recruitment trips to Taiwan. Increased promotion of the Sister-State Tuition benefit is being planned, should outlets be identified for effective advertising.

Analysis of Initiative:

Policy revision at the graduate level has been modified to better international recruitment goals.

Initiative #1(c) Develop collaboration with partner institutions that result in articulated transfer of students to the university.

Related to: Division Goal #6: Outcome (B)

- KPI: Create a web portal for tracking programs and advertising relationships.
 - Target: Complete web updates
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Final activity report available in June
- KPI: Track resulting student enrollment numbers specific to each program.
 - Target: Benchmark year
 - KPI Method: Report based on partner program student data
 - Report Date: Available within the demographic report

KPI Performance:

A web portal for tracking programs and advertising relationships is under construction. Tracking procedures have been put in place to screen enrollment numbers related to specific programs. International Programs continues to monitor agreement activity level and guide future program development.

Analysis of Initiative:

Due to workload concerns and hopes that the QEP proposal will address some of these needs this initiative has been postponed, but basic infrastructure is planned should stimulus funding be renewed next fiscal year. Annual review of agreement activity will be completed in Summer 2010.

Initiative #1(d) Increase international student enrollment in collaboration with units.

Related to: Division Goal #6: Outcome (B), Division Goal #1: Outcome (C)

- KPI: Collect and evaluate international admitted, applied, and enrollment data for 2009-2010.
 - Target: Benchmark year for tracking yield of incoming students; Increase international student enrollment
 - KPI Method: Data from database sources
 - Report Date: Demographic report and summary of trends available by December. Yield data for spring 2010 will be available in late January
- KPI: Evaluate various methods of recruitment (fairs, financial aid tools, web hits, publications, academic unit initiatives) and how they impact yield.
 - Target: Increase the effectiveness of recruitment activities by increasing student yield over a three year period.
 - KPI Method: Data from database sources
 - Report Date: Demographic report and summary of trends available by December. Yield data for spring 2010 will be available in late January
- KPI: Track EPI, transfer and students admitted from partner programs.
 - Target: Benchmark year, establish a mechanism for reporting
 - KPI Method: Data from database sources
 - Report Date: Yield data on EPI available by February

KPI Performance:

A demographic report on incoming student enrollment was created using the summer and fall 2009 data set. This report indicates the number of applied, admitted, and enrolled new student data for summer and fall 2009. It also identifies EPI transfer students, other transfer students, exchange

students and will track students admitted through partner programs.

Recruitment has been undertaken during 2009-2010. Outcomes related to recruitment activities are difficult to measure without consistent presence and sustained efforts in areas of interest. The impact of recruitment activities will continue to be monitored over the next two years and yield will be reported as information comes available. Recruitment activities planned for Fall 2010 will be reported as planned.

Analysis of Initiative:

Data sources have been identified and data collection methods developed to track incoming student data and compile it into a demographic report. This report will be generated each fall term and will be a tool for understanding the efficacy of recruitment efforts and impact on enrollment. The report captures yield data (applied, admitted, and enrolled) for graduate and undergraduate international students. Student data is also broken out by country and area of study. It also monitors transfer student and scholarship-sponsored student numbers.

Fall 2009 data showed a 45% yield rate for graduate students (192 total) and a 53% yield rate for undergraduate students (128 total). New student enrollment was predominantly from China, India, and Korea – the three leading countries of origin for international students at USC. Other top ten countries of origin for the current USC population were also represented among new students, including Taiwan, Germany, and Bangladesh. There is interest in bringing greater geographic diversity to our population. One challenge in years ahead is achieving this diversity in the face of economic challenges and limited financial incentives for international students. Students from underrepresented countries typically need financial support to afford U.S. education, so without significant changes to scholarship policies and interest from academic units there will be limited success in recruiting from such countries.

Of the 137 new undergraduate students from summer and fall, 21% transferred from the intensive English program and 40% percent were exchange students. The degree-seeking undergraduate market is a growth area for recruitment and strategies to tap into this market have been developed in collaboration with the international recruitment working group. Of particular interest, 8 new Fulbright students matriculated into graduate programs at the university, which is a significant increase over years past. Graduate enrollment continues to be heavy in sciences, engineering, public health, business, and biomedical science.

Initiative #1 (e) Develop summer institute short-term international student study.

Related to: Division Goal #6: Outcome (B), Division Goal #1: Outcome (C)

- KPI: Complete program design, informed by available resources in collaboration with partners.
 - Target: Implement program
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report June 2010
- KPI: Recruit students for program and advertise to study abroad exchange partner institutions; track student participation and satisfaction in program.
 - Target: Benchmark year, depends on available resources
 - KPI Method: Regularly update item once an activity is completed and program is running
 - Report Date: Progress report June 2010

KPI Performance:

The Summer Institute was created as a short-term language and cultural opportunity for international students. The pilot program developed this year models special projects EPI and International Programs created for partner institutions. The Summer Institute was cancelled despite interest from various partners, student numbers did not materialize to make the program financial feasible. Additional research into course offerings and university infrastructure will be conducted and implemented for the Summer Institute 2011.

Students have been recruited through university outlets including partner institutions and to the international student community. Additionally, Summer Institute information was provided to students participating in the recruitment fairs in China, Taiwan and Vietnam and IIE offices in Vietnam and Hong Kong. The Summer Institute will be retooled for next year if stimulus funding is renewed. If so, an earlier push to advertise the program through various outlets will be possible including Fall recruitment fairs.

Analysis of Initiative:

Due to the cancellation of the Summer Institute, a report on the program will not be completed. The program will be reviewed to address issues in recruiting and partnering more closely with other institutions earlier in the development phase to address concerns specific to partner institutions.

Initiative #1 (f) Develop a profile for international students that reflects academic performance based on university markers.

Related to: Division Goal #6: Outcome (B)

- KPI: Compile data from institutional sources to complete report on the retention rates and GPA of international students. Define student categories for further delineation among undergraduate/graduate populations, sponsored students and special populations; release findings.
 - Target: Establish a profile
 - KPI Method: Data from database sources
 - Report Date: March 2010
- KPI: Collect data on the number of students who transfer prior to program completion.
 - Target: Benchmark year, understand the reasons students leave
 - KPI Method: Revise student transfer request to inform study.
 - Report Date: March 2010

KPI Performance:

Sponsored international students were shown to consistently maintain high Grade Point Averages, when compared with the overall Columbia campus graduate and undergraduate averages. The overall graduate population GPA for the academic year 2009-2010 was 3.76 while graduate sponsored international students GPA was 3.95. The collegiate undergraduate total was 3.05 and undergraduate sponsored international student GPA was 3.18. Based on information by Institutional Assessment and Compliance for academic year 2009-2010 American students' GPA was reported as 3.154 while non-citizens (of all visa categories) was reported as 3.557.

A total of ten students transferred out following completion of Spring semester. Of these, seven were undergraduates and three were graduate students. Two of the undergraduates responded with their reason for transfer as, "wish to move to a new/larger city." One undergraduate responded that

they “wish to find a better school.” Two graduates originally began PhD programs at the university, but instead completed Master’s degrees and are transferring to pursue their PhD’s at other institutions. Fall semester data was insignificant due to the low number of students who transferred out after Fall term. Office transfer form will be updated to offer more specific reasons for transfer. Data will continue to be monitored and reported in the following year.

Analysis of Initiative:

Data has been collected and reported; numbers are low but significant responses may be compiled over a potential two year period.

Goal #2 Expand participation in education abroad programs that foster students' academic, personal and cultural learning by increasing recruitment efforts.

Related to: Division Goal #1: Outcomes (B) and (C), Division Goal #6: Outcome (B)

Performance Blueprint Analysis of Goal:

The overall undergraduate study abroad (for credit) participation rate increased by approximately 2% this year. Total education abroad participation (including for-credit study and non-credit research, service, and intern abroad) increased by 5%. The highlight of study abroad activity this year is the dramatic increase in long-term study abroad participation, up 35% over last year. Promoting longer term study has been a continual focus of the Office’s activity due to the increased opportunity for learning it provides as well as the overall affordability of these options. Continual efforts to build relationships with exchange partners and market USC will only help to further increase the number of incoming exchange students, in turn providing USC students with additional cost-effective high immersion study abroad options.

Marketing efforts continue to be successful in reaching students, most notably the change in the spring semester study abroad event, which reached three times more students than the year prior. In addition to the large fairs, U101 presentations continue to be a primary outreach activity; demand for this presentation was greater than the staff’s capacity despite increasing the number of Study Abroad specific presentations provided.

The lack of minority participation in study abroad continues to be a primary concern. While the number of African American students participating in study abroad increased from 21 students in 2007-08 to 45 students in 2008-09, more can be done to increase minority participation overall. While outreach activities targeting these populations have occurred, significant resources will need to be allotted to minority student recruitment in order to generate any substantial, long standing impact.

Initiative #2 (a) Increase the number of students participating in overseas programs compared to 2008-2009 levels.

Related to: Division Goal #1: Outcome (B)

- KPI: Increase participation by 100 students.
 - Target: 100 students
 - KPI Method: Track enrollment numbers
 - Report Date: Progress update June 2010; final numbers available the following fiscal year.

KPI Performance:

Fall undergraduate enrollment: 72 (2008-2009: 69, up 4.4%)
 Academic Year undergraduate enrollment: 29 (2008-2009: 20, up 45%)
 Spring undergraduate enrollment: 289 (2008-2009: 199, up 45.2%)
 Spring Break undergraduate enrollment: 28 (2008-2009: 22, up 27.3%)
 Maymester and Summer undergraduate enrollment (estm): 353 (2008-2009: 445, down 20.7%)
 Enrollment to date (for credit study only): 771 as of 5-12-10 (2008-2009: 755, up 2%)
 Total undergraduate for-credit and non-credit education abroad participation: 812 (2008-2009: 775, up 5%)

Analysis of Initiative:

Based on best estimates for summer 2010 undergraduate participation rates, for-credit study abroad increased 2% despite continued economic concerns. Combined participation rates for all overseas educational activities, including research and intern abroad activities, increased by 5% illustrating rising student interest in internationally focused, non-study based academic activities. The highlight of study abroad activity this year is the dramatic increase in long-term study abroad participation, up 35% over last year. Promoting longer term study has been a continual focus of the Office's activity due to the increased opportunity for learning it provides as well as the overall affordability of these options. The Study Abroad Office continues to provide support to graduate students as needed, including IMBA and HESA students.

Initiative #2 (b) Collaborate with overseas partner institutions to provide ongoing recruitment, support, and preparation for incoming exchange students.

Related to: Division Goal #1: Outcome (B)

- KPI: Expand capacity for USC students' placement with exchange partner institutions and likewise increase the number of incoming exchange students from partner institutions.
 - Target: Increase overall number of incoming exchange students
 - KPI Method: Track number of incoming exchange students from partner institutions and compare with previous years
 - Report Date: Progress update March 2010

KPI Performance:

Incoming exchange students increased by 35.85% (19 students) during 2009-10. (53 total '08-'09, 72 total '09-'10)

Analysis of Initiative:

The goal for this initiative has been met for 2009-10, though the Study Abroad staff continues to meet with exchange partners on campus as well as at conferences and abroad to help partner institutions market USC as an exchange destination.

Initiative #2 (c) Expand, and revise existing marketing activities to reach more students.

Related to: Division Goal #1: Outcome (B)

- KPI: Increase the number of students attending Study Abroad marketing activities. Track attendance at Study Abroad Fairs, informational sessions, and Beyond Study Abroad workshop. Additional tracking includes the number of students reached via general on-campus presentations and U101 See the World! presentations.
 - Target: Increase student attendance at fall Study Abroad Fair and Spring Study Abroad Fair compared to 2009 Study Abroad Night figures. Increase

participation rates at info session and workshops. Increase the number of students reached via in class presentations.

- KPI Method: Review attendance records for all events. SA Fair attendance measured via number of handouts distributed
- Report Date: Progress update 2010

KPI Performance:

Event – Number of students in attendance

Fall Study Abroad Fair – 1950 estimated (2008-2009: 1800 estimated, up 8.33%)

Spring Study Abroad Fair – 600 estimated (2008-2009: 200, up 300%)

Total Fall 2009 U101 “See the World!” Presentations - 27 presentations (32 sections), approx 630 students. (2008-2009: 9 presentations, approximately 180 student)

----- Below is a summary of various presentations and outreach activities and the estimated number of students reached through these efforts, many of which were to promote new programs, so comparison information is not available-----

Healthy Living Community presentation: 5

Preston Convocation presentation: 150

Capstone Conversation: 90

Misr Exchange Info Session: 3

Misr Exchange Classroom presentation: 50

Taiwan International Inquiry Meet and Greet: 3

Scholars Meeting presentation: 30

Alternatives Abroad Workshop: 12

Warwick Exchange Info Session: 8

Political Science Fair and Panel: 80

General Business Classroom presentations: 200

GEOG Classroom presentations: 80

HRTM Classroom presentations (4): 300

SPAN Classroom presentations (4): 80

HIST 354 Classroom presentation: 40

University of Chile Exchange Info Session: 8

ABSP Exchange Info Session: 5

Valencia Direct Enroll SPAN Classroom presentation: 20

USC ambassadors presentation: 50

IFT Exchange Info Session: 5

Sophomore Initiative Info Session: 3; Major/Information Fair: 15

Capstone World Event: 10

EarthFest Info Table: numerous

Analysis of Initiative:

Attendance at the fall study abroad fair continues to increase each year. The format of the large, spring semester study abroad event, Study Abroad Night, was changed in order to reach more students. This change in format resulted in about three times more students participating in the event. U101 presentations continue to be a primary outreach activity; demand for this presentation was greater than the staff’s capacity despite increasing the number of Study Abroad specific presentations provided. Additional, targeted outreach efforts have continued, including outreach to prospective USC students via Admissions recruitment events and to new students via Freshman Orientation.

Initiative #2 (d) Reduce financial barriers to participation in education abroad programs.

Related to: Division Goal #1: Outcome (B)

- KPI: Increase the number of students receiving study abroad-specific scholarships compared to the 2008-09 baseline. Track the number of students participating in "Financing your Study Abroad" workshops. Increase the number of programs identified and promoted as quality, affordable/low cost options. Track the number of Pell grant recipients going abroad. Implementation of new need-based scholarship for study abroad.
 - Target: Increase the amount of study abroad-specific scholarship funding (applied for) received by students. Increase the number of students attending the Passport Travel Grant workshop. Establish a baseline for the "Financing your Study Abroad" workshop attendance. Increase the number of identified "affordable" programs. Establish a baseline for Pell grant recipients going abroad. Effective distribution of need-based scholarship funding by SAO
 - KPI Measure: Track number of applications submitted for study abroad scholarships and scholarship recipients. Review attendance at financial workshops. Review workshop evaluations for student satisfaction and learning outcomes achieved. Track number of Pell Grant recipients who went abroad.
 - Report Date: Progress update March 2010

KPI Performance:

Total number of students receiving study abroad specific scholarships will not be available until June.

Event – Number of students in attendance

Passport Travel Grant Workshop: 35 (2008-2009: 30, up 16.67%)

----- Below are participation numbers, contextual data unavailable at this time-----

Financing your Study Abroad Workshop Part I: 10

Financing your Study Abroad Workshop Part II: 12

NSEP Scholarship Presentations, multiple dates: 180

The Carolina Global Study Scholarship was created, resulting in 11 need-based scholarships (\$12,000) awarded for Spring 2010 students; one awarded for a summer term equivalent (\$500); and ten awarded for Fall 2010 and AY 2010-11 (\$11,000). 43 total students applied for the award.

Four out of 11 applicants for the fall 2009 and 13 out of 20 applicants for the spring 2010 were awarded Gilman scholarship, totaling \$66,500

Analysis of Initiative:

The creation and implementation of the Carolina Global Study Scholarship during fall 2009 greatly expanded the Office's capacity to assist students with high financial need. The program provided 22 scholarships to 51% of the qualified applicants and began the Office's ability to support semester study abroad via scholarship funding. USC was also in the top five receiving institutions for the Gilman scholarship for the spring 2010 cycle, tying for fourth place with 13 recipients.

New in fall 2009, the Financing your Study Abroad Workshop series was well received by students. Over 80% reported a good or excellent understanding of how to find an affordable program and how scholarships/financial aid apply to SA programs.

Initiative #2 (e) Collaborate with academic areas/ learning communities to identify and/or develop complementary programs which also meet the academic requirements of their students.

Related to: Division Goal #1: Outcome (C)

- KPI: Increase the number of departments/faculty/learning communities participating in USC-sponsored overseas programs. Track attendance rates for Academic Advisor and Program Development workshops. Track the number of semester programs that correspond to majors/academic areas/learning communities. Increase the level of collaboration with stated units.
 - Target: Increase the number of different units offering education abroad programs. Increase the overall number of USC-sponsored overseas programs. Establish a baseline for Academic Advisor workshop attendance. Increase the attendance at the Program Development workshop. Overall increase in the level of collaboration with units.
 - KPI Method: Review academic advisor and faculty workshop attendance. Evaluate participant feedback on workshop evaluation to assess workshop effectiveness. Review student feedback on faculty-led program evaluation to assess student satisfaction and learning outcomes achieved. Inventory number of USC-sponsored overseas programs.
 - Report Date: Progress update March 2010

KPI Performance:

Event – number in attendance

Academic Advisor Workshop: postponed

CTE Teaching Excellence Seminar (fall) “Study Abroad Program Development”: 6

CTE Teaching Excellence Seminar (spring) “Keeping the Study in Study Abroad”: 7

Global Classroom Program Evaluation completed for Maymester and Summer 2009 programs.

Analysis of Initiative:

The Study Abroad Office continues its partnership with the Center for Teaching Excellence and past faculty leaders, providing quality seminars for faculty interested in incorporating a study abroad component into their curricula. The challenge has continued to be centered on motivating faculty to attend despite marketing efforts through both the CTE and Study Abroad Office. The Global Classroom Program post-study abroad student evaluations showed overall satisfaction with USC’s programs, with 71.9% indicating that their experience abroad was “excellent”.

Initiative #2 (f) Monitor minority student participation in education abroad activities and review recruitment activities targeted at this population of students.

Related to: Division Goal #6: Outcome (B)

- KPI: Compare to institutional minority student enrollment rates and nation-wide rates of minority participation in education abroad.
 - Target: Establish baseline for participation rates
 - KPI Method: Enrollment numbers
 - Report Date: Progress update March 2010

KPI Performance:

Final application numbers are not yet available for 2009-10.

Using 2008-09 enrollment numbers, baseline participation rates were established for minority

participation in study abroad.

- African American: 45 students (6%)
- Hispanic American: 16 students (2.1%)
- Asian American: 5 students (0.7%)
- Multi-racial: 12 students (1.6%)
- Middle Eastern: 3 students (0.4%)
- Native American: 2 students (0.3%)

--- Below is a summary of targeted presentations and outreach activities and the estimated number of students reached through these efforts---

U101 Opportunity Scholars Classroom presentation: 20 students

Forum for Ethnicity Abroad presentation: 9 students

A fact sheet was compiled regarding data on minority participation in study abroad both at USC and nationally. The fact sheet illustrated USC's ability to meet and surpass national participation rates in study abroad based on the total percent of population, but there remains a lag in minority participation. International Programs sees this as an opportunity for USC to become a leader in engaging minority students in study abroad given it has the highest percentage of African-American student enrollment in the nation for a state flagship institution.

Analysis of Initiative:

The lack of minority participation in study abroad continues to be a primary concern. While, for example, the number of African American students participating in study abroad increased from 21 students in 2007-08 to 45 students in 2008-09, more can be done to increase minority participation overall. While outreach activities targeting these populations have occurred, significant resources will need to be allotted to minority student recruitment in order to generate any substantial, long-standing impact.

Goal #3 Enhance satisfaction and retention of international students by providing outstanding support services in collaboration with university partners.

Related to: Division Goal #2: Outcomes (E), (F) and (G)

Performance Blueprint Analysis of Goal Achievement

International Student Services continues to modify its services to better respond to student need. International Student Services met with its student advisory board, Global Voice, twice during the year for feedback on its programs and services. Additionally, a student satisfaction survey was issued which indicated a high level of satisfaction across all areas of service delivery. This year more programming was created to address international student mobility issues, such as shopping trips and weekend excursions outside Columbia. Students responded positively to changes, but further improvements will be made to find additional dates/times for excursions and shopping trips.

Additional changes to information delivery are planned, including OPT and CPT (job training and curricular based internships) information and streamlining orientation information. Changes are in response to student feedback and interest in moving more information online to increase information accessibility.

Initiative #3(a) Programs and services demonstrate compliance with federal and state immigration regulations.

Related to: Division Goal #2: Outcome (G)

- KPI: Track number of students verified in SEVIS, SAVE database, or other means. Report will be delineated by student visa category and incoming versus continuing students.
 - Target: Compliance responsibility require complete recording and verification
 - KPI Method: Develop tracking method
 - Report Date: Available in by October and February
- KPI: Track number of students on OPT and maintenance of records required
 - Target: Establish baseline for reporting on post-graduate student populations still administered by International Programs
 - KPI Method: Develop tracking method
 - Report Date: Progress report March 2010, final report June 2010

KPI Performance:

A total of 2,734 students immigration status checks were conducted this year. Approximately 610 students were verified in SAVE for the summers and fall 2010 terms, the majority of whom were permanent residents (541) as required by new South Carolina immigration law. 1,085 F-1 and J-1 visa holders were verified in SEVIS for fall 2009; 1,006 F-1 and J-1 visa holders were verified in SEVIS for spring 2010. Thirty-three permanent residents and visa holders of other statuses were verified in SAVE for spring 2010.

Analysis of Initiative:

As this is the first year to compile such information, there is no further analysis available at this time.

Initiative #3 (b) Implement administrative and advising protocols to manage immigration regulations affecting international students and alumni.

Related to: Division Goal #2: Outcomes (G), Division Goal #2 Outcome (E)

- KPI: Collect data on student satisfaction with service delivery.
 - Target: Develop baseline for student expectations, respond to deficiencies with service delivery
 - KPI Method: Survey administered through StudentVoice
 - Report Date: Survey to be administered in early Feb. with results/summary available in late Feb. (Jennifer)
- KPI: Track number of students attending OPT and H1B workshops and survey for satisfaction and comprehension.
 - Target: Maintain high level of attendance and satisfaction with workshops
 - KPI Method: Survey students in workshops, refine workshop to better meet student needs
 - Report Date: Progress report March 2010, final report June 2010

KPI Performance:

61 of 72 respondents indicate that they are very satisfied with International Student Services staff and services. The OPT (job training) workshop was moved to an online format. Student feedback is positive but additional review of delivery method needs to be completed to ensure students are getting the best information on employment authorization. The CPT (curricular based internships) presentation was removed and the CPT webpage information was redesigned to provide greater

clarity on eligibility.

This KPI was altered. Students had indicated difficulty attending the workshops. The OPT workshop was adjusted for administration via the web to improve accessibility of this information. A narrative audio piece to the online presentation is planned to enhance the information delivery. Students' survey responses were positive about the online presentation. Advisors will continue to monitor for effectiveness and comprehension.

Analysis of Initiative:

International Student Services will continue to maintain high quality service delivery. Areas to further examine are the times and days that off-campus shopping trips and excursions are offered. Positive feedback was provided about these trips, but they may not be offered at the right times for students.

International Student Services' website has been expanded to include employment-related information for students on F-1 and J-1 status. A new handout was designed to address common questions and concerns outside employers have when hiring international alumni. Common FAQ's have also been addressed for hiring current international students on campus as well as international alumni.

Initiative #3(c) Provide international students with transportation opportunities for participation in off-campus activities in the Midlands region.

Related to: Division Goal #2: Outcome (E), Division Goal #4: Outcome (B), Division Goal #6 (A)

- KPI: Provide transportation for shopping trips for basic necessities.
 - Target: Develop baseline for student interest and satisfaction rate with shopping opportunities, report on satisfaction rates
 - KPI Method: Survey administered through StudentVoice
 - Report Date: End of each semester
- KPI: Organize opportunities for social outings to allow international students to experience Midlands area activities outside the university setting.
 - Target: Develop baseline for student interest and satisfaction with new program offerings, report on satisfaction rates
 - KPI Method: Survey administered through StudentVoice
 - Report Date: End of each semester

KPI Performance:

Only one of the 66 respondents on the StudentVoice satisfaction survey indicated dissatisfaction with the shopping trips. International Student Services still needs to determine what is the ideal day/time to offer these trips to benefit the most students.

Results from a satisfaction survey given in Spring 2010 have shown that students appreciate the trips and that these trips improve their connection to the campus and community.

Analysis of Initiative:

For 2009-2010, International Student Services (ISS) has offered shopping trips to students. For the fall term, five shopping trips were conducted with transportation by USC bus. Based on recommendations from the ISS student advisory group, ISS shifted to renting 15-passenger vans and ten trips were offered during the spring term. For the year, 141 students used this service (Fall=86,

Spring=55). Numbers for spring were lower than anticipated, but there were specific students who regularly used the service, illustrating certain students' need for this type of service. Feedback from the students who have used this service has been very positive and the services will be continued. International Student Services still needs to determine the ideal day/time to offer these trips to benefit the most students.

For the fall 2009 semester, ISS planned several off-campus activities. ISS charged a minimal fee (\$5) to cover transportation costs, and students paid other expenses incurred during events. ISS provided transport by 15-passenger vans, which are cost effective, allow for greater flexibility in offering trips, and generally provide adequate space for the number of students interested in the event. The use of vans continued into Spring 2010 with good results. Overall, 101 students attended off-campus events (Fall=53, Spring= 48). No further comparison data is available as this was the first year for such activities.

Initiative #3(d) Provide comprehensive orientation services for the initial arrival of international students.

Related to: Division Goal #2: Outcome (E), Division Goal #4: Outcome (B), Division Goal #6 (A)

- KPI: Increase student satisfaction with current orientation services and identify areas for new programming to fill service gaps.
 - Target: Develop a baseline for student satisfaction with current services, revise areas that fall short, report on findings
 - KPI Method: Survey incoming international students through StudentVoice
 - Report Date: October 2009 / March 2010
- KPI: Collaborate with campus departments and community organizations to strengthen and expand orientation programming.
 - Target: Increase collaboration with campus and community partners.
 - KPI Method: Survey incoming international students through StudentVoice
 - Report Date: September

KPI Performance:

For the fall semester, ISS had **296 students** processed through orientation procedures and new students expressed high levels of satisfaction with the services offered. Students completed a satisfaction survey administered on Student Voice, and the results were overwhelmingly positive:

- **96%** of respondents (n=51) **Agreed** or **Strongly Agreed** with the statement *“The orientation packet review was easy to follow and the presenter explained the material well.”*
- **92%** (n=51) **Agreed** or **Strongly Agreed** with the statement *“The Staying in Status immigration session was presented clearly. “*
- **96%** (n=51) **Agreed** or **Strongly Agreed** with the statement *“The presenter of the Staying in Status session was knowledgeable of the information. “*
- **96%** (n=51) **Agreed** or **Strongly Agreed** with the statement *“After the Staying in Status portion of the orientation session, I felt knowledgeable about the basic requirements of my visa status.”*
- **100%** of respondents (n=51) **Agreed** or **Strongly Agreed** with the statement *“The International Student Services' staff was friendly and helpful throughout the orientation process.*

During 2009-2010, ISS has sought out several collaborations to improve orientation services:

- ISS collaborated with the office of Off-Campus Housing to provide an information session for students who had not yet secured housing upon arrival to the U.S. Five individuals attended the session, and all expressed how useful the session was in looking for housing.
- ISS provided a welcome orientation in fall 2009 for a second year in collaboration with Student Government to introduce new international students to this organization. This event was attended by approximately 160 new students.

Analysis of Initiative:

The orientation program was completed with 296 students in the fall term and 57 students in the spring term. Orientation is a compliance related activity, as students must be informed of status requirements and introduced to the campus culture. This is a 2.5 hour program held daily before the start of each term. ISS is revamping the orientation program for the coming fall 2010 term to include more document scanning.

Initiative #3(e) Review emergency procedures for handling emergencies and crisis response related to international students, change as needed

Related to: Division Goal #2: Outcome (F), Division Goal #2 (D), Division Goal #6 (A)

- KPI: Update emergency procedures.
 - Target: Complete update and staff training
 - KPI Method: Update item once activity is completed
 - Report Date: June 2010
- KPI: Create a comprehensive outline to guide international students in responding to emergency.
 - Target: List information and resources on the website
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: June 2010
- KPI: Review the process for identifying students to speak with media contacts.
 - Target: Develop a list of interested students at orientation, placing interest indicator in student file.
 - KPI Method: Update item once activity is completed
 - Report Date: List will be available October 2009

KPI Performance:

Emergency procedures and student guidance is in the process of being developed. We are discussing what kinds of emergency readiness are most important to address (ie, medical emergency, natural disaster, or other). Additionally, we have updated our intake sheets to require family emergency contact information. This is to address the problem of students using friends or little known contacts as an emergency contact.

In the past, there had been problems in locating students from particular countries in a quick manner for media inquiries. This problem has been addressed. Newly arriving students complete an intake sheet. One of the questions on this sheet is if they are willing to be contacted for media inquiries. Student participation is purely voluntary and the data is entered into the student database. When an inquiry is made a report can be easily pulled to identify interested students.

Analysis of Initiative:

Additional information will be provided upon completion of the first and second KPI.

Goal #4 Enhance the personal development and satisfaction of education abroad students while advancing best practices in the field.

Related to: Division Goal #2: Outcomes (D), (E), and (G)

Performance Blueprint Analysis of Goal Achievement

Online information delivery continues to be an emphasis for the Study Abroad Office in order to meet the needs of the students and utilize staff resources as efficiently as possible. The Study Abroad Office implemented an application and communication management system, and while the system needs further refinement, online submission and further streamlining of the application process is now possible. Additionally, changes are being made to update and repair the online orientation modules. The goal is to increase functionality of the website by later adding a new, high performing student orientation module as well as a parent tutorial and a faculty tutorial.

Student satisfaction regarding the study abroad experience remains high as does the number of study abroad returnees participating in Office sponsored events remains strong. Additional reviews of programs, including in-country site visits have been completed in an effort to maintain quality control.

Emergency management continues to be a priority, a comprehensive emergency management handbook is in the works and the Office offers comprehensive emergency management training for faculty leaders. In addition, a fee request has been proposed to allow the University to charge students for the cost of international travel health insurance, as a uniform policy for insurance would help ensure that all students have the best possible coverage and assistance should an emergency occur abroad.

Initiative #4 (a) Procure and implement education abroad application and communications management system.

Related to: Division Goal #2: Outcome (D)

- KPI: Successful implementation of software system. Application process is streamlined for students, as well as staff and faculty. Reduction in staff time spent on administrative follow up with students.
 - Target: Activation of system by January 1, 2010.
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Final status update June 2010
- KPI: Continue participation in BEVI (Beliefs, Events, Values Inventory Assessment) project to assess student learning. Update/revise implementation plan deadlines.
 - Target: Institute BEVI for outgoing study abroad students
 - KPI Method: BEVI
 - Report Date: Progress report June 2010, final review available following fiscal year.

KPI Performance:

Application software system was procured in October 2009. Phase I (Pilot) of the application software system was launched in December 2009 using two test groups. Phase II of the system was launched in January 2010, with modules being rolled out on an ongoing basis. Daily collaboration with the software company continues. Phase III, which requires coordination with the University student information system, is postponed until Banner is implemented and fully functional.

The BEVI project continues, with the assessment tool having been fully pilot tested and revised accordingly. Status meeting took place in March 2010. The director and assistant director will be trained to administer the BEVI and interpret results in June 2010.

Analysis of Initiative:

The Symplicity-Horizons application and communication management system has been launched, but is requiring, ongoing communication with the provider in order to identify and rectify problems as well as customize various features of the system. This process continues to require significant staff time and with the addition of a temporary advisor the Office has been able to keep this project moving forward. While the system was expected to be functional by June 2010, it is evident that an additional nine to 12 months will be required to complete the full implementation of this system.

Possible uses for the BEVI will be identified during summer 2010 the BEVI will be available for implementation during fall 2010.

Initiative #4 (b) Overhaul study abroad website and on-line information delivery systems to meet student needs and provide faster, easier and more efficient access to information.

Related to: Division Goal #2: Outcome (D)

- KPI: Successful implementation of new website design. Upgrade existing on-line orientation components. Addition of parent and faculty on-line tutorials.
 - Target: December 2009 – completion of website overhaul. October 2009 – completion of parent tutorial component. February 2009 – completion of faculty tutorial.
 - KPI Method: Observation of student website usage and notation of problem areas. Online surveys to assess new tutorial.
 - Report Date: Status update March 2010

KPI Performance:

Streamlining of select pages was completed during summer 2009. Complete website overhaul, parent tutorial, and faculty tutorial were all postponed indefinitely due to lack of immediate resources.

Analysis of Initiative:

A plan and a timeline for updating the Study Abroad Office website were designed in June 2009 and initial streamlining and minor updating to information was begun. This component of the project was completed in August 2009. However, the larger components of this goal had to be postponed due to lack of technical resources. A temporary webmaster was hired in International Programs in February 2010, and troubleshooting on the student orientation modules was completed. It is evident that significant time and technical expertise will be needed to fix current functionality issues and expand the functionality of the website to include a new, high performing student orientation module, a parent tutorial and a faculty tutorial.

Initiative #4 (c) Provide high quality services prior to, during, and after the overseas experience that both support and challenge students to learn, develop and grow.

Related to: Division Goal #2: Outcome (E)

- KPI: Number of parents participating in SAO outreach activities. Positive evaluation results of those in attendance.

- Target: Successfully develop and implement Parent's weekend session and Pre-Departure Orientation for Parents. Establish baseline for attendance rates and Orientation usage
 - KPI Method: Review participation records of parents. Administer follow up survey to attendees to measure satisfaction and learning
 - Report Date: Status update March 2010
- KPI: Positive student feedback on Advising Services Evaluation and Post-Study Abroad Program Evaluation.
 - Target: Maintain overall high scores on both evaluations
 - KPI Method: Compile and utilize student feedback from advising services evaluation and Post-Study Abroad Program Evaluation to assess effectiveness of support services
 - Report Date: Status update March 2010
- KPI: Number of hours spent advising and number of students advised.
 - Target: Maintain level of advising consistent with advisor/advising hour ratio and advisor/advisee ratio
 - KPI Method: Review tracking data for time spent advising & number of students advised.
 - Report Date: Status update March 2010

KPI Performance:

A "Study Abroad Basics for Parents" session was held during Parent's Weekend with approximately 75 parents in attendance. Attendance held steady from year prior.

A joint "Student Engagement Opportunities at USC" session was also held during Parent's Weekend with approximately 12 parents in attendance. The parent-focused, on-line, pre-departure orientation module was postponed due to lack of technical resources.

Advising Services Evaluation – implementation of evaluation has been postponed until summer 2010. Post-Study Abroad Program Evaluation results have been gathered and analyzed. In summary, Spring 2009 participants reported a rating of 1.89 out of 4 (with 1 being the highest possible score) with regard to their satisfaction with services provided by the Study Abroad Office. Summer 2009 participants also reported a rating of 1.91 out of 5 (with 1 being the highest possible score) with regard to services provided.

Advising Statistics for July 1, 2009 to May 1, 2010:

- Number of student advising appointments in 2009-10: 2294 (08-09: 2324 students)
- Number of advising hours spent in 2009-10: 942.5 (08-09: 1046.5)

Analysis of Initiative:

Parent outreach activities were well attended, in particular the session focused specifically on study abroad. The parent-focused pre-departure orientation module will be a particularly helpful addition to the services provided by the Study Abroad Office, based on results of a survey conducted with parents in attendance at this session. However, additional technical resources will have to be allocated to this project and the Advising Services Evaluation project, in order for them to move forward. Improvements made to the Post-Study Abroad Program Evaluation during fall 2009 allowed us to more accurately evaluate students' satisfaction of services provided by the USC Study Abroad

Office as well as their learning outcomes. Overall quantitative ratings were high across the board, while the overall qualitative responses provided insight into areas of excellence as well as areas for improvement and student expectations. The advising staff is scheduled to capacity, so shrinking staff means fewer appointment times with professional staff have been available. Movement to group appointments and initial advising by peer advisors has been necessary, but not satisfactory. Advising related to mental health issues for students, both prior to departure and while on programs abroad, has become extremely time intensive for staff.

Initiative #4 (d) Strive to ensure that the overseas programs offered are consistently of high quality.

Related to: Division Goal #2: Outcome (E)

- KPI: Positive student feedback on Post-Study Abroad Program Evaluation. Positive assessments of programs via on-site staff inspections.
 - Target: Maintain high levels of positive responses on P-SAPE; increase performance in any underperforming areas. Positive assessments of program sites against established criteria; rectification of problem areas as needed
 - KPI Method: Compile and utilize student feedback on Post-Study Abroad Program Evaluation to evaluate program quality. Review staff site visit evaluation results to assess suitability of programs for students
 - Report Date: Status update March 2010

KPI Performance:

The Post Study Abroad Program Evaluation was conducted for both Spring and Summer 2009 cohorts. The Summer 2009 group, for example, assigned an average rating for the on-site services provided by the program provider of 1.65 out of 5 (1 being the highest possible score). Two on-site program evaluations were conducted during spring 2010. A third on-site evaluation is scheduled for June 2010.

Analysis of Initiative:

The Post-Study Abroad Program Evaluation was modified in fall 2009 to include questions targeted toward the third-party program providers, which resulted in more specific feedback that has been used in program evaluation and continuance. While in general, students had positive comments regarding their overseas programs, study abroad staff had not been able to conduct any in-country inspections of the programs for a year. Two in-country program evaluations were conducted during Spring 2010 which allowed the staff to evaluate a number exchange and program provider sites, with favorable results. A third is scheduled for June 2010.

Initiative #4 (e) Engage returned students in high quality opportunities for continued involvement in international education and skill development

Related to: Division Goal #2: Outcome (E)

- KPI: Number of attendees at Marketing your International Experience workshop. Numbers of peer advisors, practicum students, and volunteers involved in office activities. Evident skill development of peer advisors, practicum students and volunteers. Numbers of students involved in the Study Abroad Returnee Association activities. Number and quality of SARA activities. Discovery Day participation rates.
 - Target: Increase attendance at the MYIE workshop. Maintain number of peer advisors, practicum students and volunteers associated with the office. Positive evaluation of peer advisor and practicum student development and successful completion of projects; increase SARA membership. Increase the number of,

and meaningfulness of, SARA activities. Increase the number of returnees participating in Discovery Day activities

- KPI Method: Track number of returned student s participating in post-study abroad events, activities and organizations
- Report Date: Status update March 2010

KPI Performance:

The Marketing your International Experience workshop was canceled for 2009. This year, the Study Abroad Office has employed five peer advisors, one public relations intern, and one office assistant – all undergraduate students. The Study Abroad Office has hosted two HESA practicum I students and one practicum II student this year. Approximately 50 study abroad returnees have volunteered to assist with pre-departure orientation. Approximately 87 returnees total volunteered at the two study abroad fairs held this year. Approximately 15 returnees assisted with exchange student move-in. The Study Abroad Returnee Association hosted three events during fall 2009, with a total of 25 participants.

Analysis of Initiative:

The number of study abroad returnees participating in Office sponsored events remains strong. The Office also continues to strengthen ties with the Higher Education and Student Affairs program by providing quality experiences for their practicum students. Peer advisors continue to provide an essential service to both prospective students as well as Office staff, as does the office assistant – an undergraduate work-study position that was added this year to help manage the increasing level of office traffic.

Initiative #4 (f) Review Study Abroad Crisis Plan and compile comprehensive handbook for staff.

Related to: Division Goal #2: Outcome (G)

- KPI: Successful management of incidents as they arise, minimizing the impact of incidents on study abroad participants. Consistent use of reporting forms and procedures by IP staff.
 - Target: Crisis Management materials are revised/updated prior to Spring Break. Staff trained on procedures/updates prior to Spring Break. Reporting procedures followed
 - KPI Method: Evaluate and track reporting form usage. Monitor impact on affected students
 - Report Date: Status update March 2010

KPI Performance:

Successfully managed student incidents abroad, both minor and major, including the Chilean earthquake and incidents of individual students returning early from studying abroad or requiring additional assistance in order to complete their programs. Study Abroad staff have updated crisis management materials and conducted training for Global Classroom program leaders. Components of a comprehensive handbook have been written and compiled.

Analysis of Initiative:

While a comprehensive emergency management handbook has yet to be completed, various materials already exist and have been tested as emergencies arose. The Office will be offering for the third consecutive year comprehensive emergency management training for faculty leaders and program assistants; further communication regarding the importance of faculty training is necessary to help increase attendance. With the recent earthquake in Chile, communication flow between

International Programs offices, partner programs, and parents was tested with positive outcomes.

Initiative #4 (g) Review emergency medical, evacuation, and repatriation coverage for study abroad participants; determine need for/feasibility of mandatory coverage

Related to: Division Goal #2: Outcome (G)

- KPI: Comprehensive comparison of insurance options, coverage levels, and costs. Decisions made in line with best practices and industry standards.
 - Target: Coverage and cost comparison study completed by December 2009. Insurance policy that addresses student insurance needs is revised/developed by January 2010
 - KPI Method: Comparison chart
 - Report Date: Status update March 2010

KPI Performance:

Comparison of insurance policies was completed during fall 2009. A decision was made in February 2010 to move forward with comprehensive, mandatory insurance coverage for all students earning credit abroad at both the graduate and undergraduate levels.

Analysis of Initiative:

After comparing various study abroad specific insurance policies, industry standards, and best practices in the field the decision was made that the University would move forward with developing a policy requiring mandatory, comprehensive insurance coverage for all students earning credit abroad. Following approval of this policy, the procurement process will take place with the goal of implementing this coverage with the cohort going abroad in January 2011. A fee initiative request was put forth to allow the University to charge the students for the cost of this insurance, and was approved. With the implementation of this policy, and the resulting international evacuation, repatriation, and emergency medical coverage in place, the University helps to ensure that students have the best possible coverage and assistance should an emergency occur abroad.

Initiative #4 (h) Increase faculty leader compliance with emergency management procedures.

Related to: Division Goal #2: Outcome (G)

- KPI: Compliance with crisis management procedures is increased.
 - Target: Survey faculty leaders and program assistants regarding overall workshop learning outcomes post-program. Review feedback
 - KPI Method: Track workshop attendance and survey outcome
 - Report Date: Final report June 2010

KPI Performance:

Two crisis management workshops took place in April with a high, though not complete, level of participation. The Off Campus Delivery form was instituted in January which affected all programs taking place, in part, overseas.

Analysis of Initiative:

While the Office offers crisis management training to faculty program leaders not all faculty attend. In order to improve the safety and faculty participation must be improved and further work on compliance will be done in the next year. Successful management of student incidents abroad. The institution of the Off Campus Delivery Form this semester has been helpful with regard to ensuring that accurate information on programs going abroad is collected and that these programs have

department and dean support. The form should continue to help the Office more effectively manage these programs and increase compliance with Office protocol.

Goal #5 Expand university opportunities for global learning through programming and activities in order to better prepare students to thrive and contribute in an increasingly interdependent world.

Related to: Division Goal #1: Outcome (B), Division Goal #2: Outcome (B), Division Goal #6: Outcome (B)

Performance Blueprint Analysis of Goal Achievement

International Programs continues to seek to expand the opportunities for students to engage in global learning. The hallmark of these efforts occurs each year in November as part of the nationally recognized International Education Week. Additional efforts to connect international and American students occurs through the Carolina Global Community a Living/Learning Community. Plans are being made to increase the size of the community and add an academic component.

International Programs remains committed to outreach into the University 101 classes in an effort to promote study abroad and increase the recognition of the international students and activities available on campus to first year students.

Initiative #5(a) Develop proposal for increasing student capacity in an enhanced international living learning community.

Related to: Division Goal #1: Outcome (B), Division Goal #2: Outcomes (B) and (E)

- KPI: Detail specific goals and needs of the community and determine international living learning community education outcomes.
 - Target: Define timeline and resources needed for international living learning community
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010

KPI Performance:

A proposal is in development in collaboration with Housing. Additional information will be reported once specific goals, timeline and resources are identified.

Analysis of Initiative:

The proposal is still in process, but has faced delays due to budget concerns.

Initiative #5 (b) Provide programming and opportunities to the University community which emphasize campus internationalization and foster cross-cultural learning and global awareness.

Related to: Division Goal #2: Outcomes (B)

- KPI: Develop working group to expand International Education week.
 - Target: Increase number of participants in International Education Week activities compared to 2008-2009 baseline. Increase the number of sponsored events held during International Education Week while increasing the diversity of the events
 - KPI Method: Track participation of faculty, students, staff & outside constituencies at International Education Week events. Inventory International

Education Week events in order to assess the variety and diversity of events offered, and degree of campus-wide participation.

- Report Date: December 2009

KPI Performance:

The creation of the International Education Week working group greatly increased the number of programs and the visibility of the events. Overall the 25 events taking place were well attended and reflected a variety of interests on collaboration among many offices on campus. A full report on the success of this initiative is available upon request. Additional activities and strategies for promotion are being planned for 2010 based on the feedback of the working group.

- KPI: Enhance educational programming component and assessment of Carolina Global Community (CGC) Living/Learning Community (LLC)
 - Target: Implement basic curricular elements into activities. Implement written assignments and increased discussions to assess students' cross-cultural development.
 - KPI Method: Survey students and instructors regarding attainment of learning outcomes associated with the CGC.
 - Report Date: December 2009; June 2010

KPI Performance:

A new form of assessment was implemented for the fall and spring terms. Assessment was completed and updated in Spring, with a low return on survey results.

To assess the attainment of the CGC learning outcomes, the CGC coordinators implemented three sets of reflection questions for members to complete at three points throughout the academic year. Initial review of the first two sets of questions shows that many students are processing the intercultural aspects of the CGC beyond the purely social elements and that the depth of their reflection is increasing. Assessment of final set of reflection questions will be completed after the survey closes.

Sample comment from second set of reflection questions: "I think the CGC has made me think more about my own culture and analyze it. I have learned more things about my own culture that I didn't realized before because they were so normal for me that I didn't stop to think about them, but living with people from other cultures made me be more aware of those things".

For the spring 2010 semester, students were asked to design the CGC events, and participation has been up since this change was enacted. CGC hosted an ice-skating trip, showed the movie *Babel* to facilitate discussion on cultural interaction, and hosted Professor Walter Clissen from USC's Theater Department to discuss his experiences working around the world.

CGC Coordinators have had discussions with Housing to design a linked course to bolster the academic component of the CGC. Staff is researching best practices for LLC's and plan to implement new changes in 2011-2012.

- KPI: Assess the effectiveness of the Thinking Globally (TG) and See The World (STW) presentations offered by International Programs.
 - Target: Benchmark year for new menu of offerings for U101, see how new offerings effect previous TG numbers and total contact with students
 - KPI Method: Survey students and instructors regarding attainment of learning outcomes associated with TG and STW presentations; determine if further revision is necessary.

- Report Date: Results of ISS component available in Dec.

KPI Performance:

Thinking Globally is a one-hour presentation offered in U101 classes to expose students to cultural diversity on campus and to increase cross-cultural awareness. Particular findings from the assessment:

- 44.71% of students considerably agreed that the TG presentation increased their understanding of the importance of cross-cultural learning
- 71.08% Strongly agree the presentation covered beliefs different from their own.

Students also found that the presentation increased their knowledge of campus opportunities to interact with peoples from other countries.

Forty-one sessions of Thinking Globally occurred in U101 classes this term with 31 student volunteer presenters from 18 countries. Estimated outreach was 840 students. Each presentation included a moderator to facilitate discussion. Thinking Globally continues to be a strong program. Attempts to expand this program to the K-12 school system in the spring term have been postponed due to limited staffing.

Total Fall 2009 U101 "See the World!" Presentations - 27 presentations (32 sections), approx 630 students. (2008-2009: 9 presentations, approximately 180 student; in 2008-2009 See the World was not a formal U101 offering, but an "upon request" presentation). Demand for the presentation exceeded staff capacity, yet showed U101 instructors' strong interest in having students exposed to study abroad opportunities.

Additionally ten instructors contacted International Programs regarding the use of Beyond the Classroom documentaries in their U101 classes resulting in 200 additional students having a better understanding study abroad.

- KPI: Assess effectiveness of Employment Seminar Series, partnered between International Student Services and the Career Center.
 - Target: Maintain high level of attendance and satisfaction with seminars.
 - KPI Method: StudentVoice survey
 - Report Date: June 2010

KPI Performance:

The Employment Seminar Series we generally well attended with 51 students across all sessions. Satisfaction remains high based on informal feedback as the response rate from the StudentVoice survey was low.

- KPI: Implement an intercultural training program offered to new incoming international students, addressing cultural adjustment and academic integrity.
 - Target: Student satisfaction with program and achievement of learning outcomes
 - KPI Method: StudentVoice survey
 - Report Date: December 2009; June 2010

KPI Performance:

This program was developed for the incoming fall international student population. It was designed to target 40 students. However, the program did not make.

Over 160 international students came to the welcome event, which may indicate that a program held prior to the welcome event would be more attractive to new students . This program will be

modified to accommodate a two-hour time frame and will be offered before the fall 2010 welcome event to see if better attendance will result.

- KPI: Develop and implement a program to promote friendships and cultural awareness between American and international students.
 - Target: Reestablish the Carolina Cultural Partners (CCP) program improving on aspects of marketing and volunteer recruitment, training, and assessment.
 - KPI method: Student Voice survey assessing quality and quantity of contacts among participants.
 - Report Date: April 2010

KPI Performance:

The program partners new international students with American students. A welcome event was held in late January in the West Quad dormitory in which students mingled and were served dinner. 16 students attended. Half of the attendees were international. A survey was sent to all participants in late March to assess the effectiveness of the program, what aspects could be improved or changed, and whether students would prefer to meet individually or as a group. There were a total of 18 matches for the spring 2010 semester. 17 students completed the survey. Results indicate participants were seeking a club atmosphere, hoping for group outings, social events, etc. Since the International Student Association provides this type of programming, considerable effort will be made to encourage students and current volunteers to become active in ISA.

Carolina Cultural Partners Program will continue to provide students with an opportunity to connect via email and answer questions.

Initiative #5 (c) Recruit students as internationalization interns for specialized tasks within International Programs

Related to: Division Goal #1: Outcomes (B), Goal #2: Outcomes (B)

- KPI: Assess and measure student learning outcomes associated with intern job descriptions. Assess overall student accomplishments and benefit to the mission of the department.
 - Target: Benchmark year, respond to feedback and concerns as they arise
 - Report Date: June 2010

KPI Performance:

At this point, the International Student Services Internationalization Intern has gained significant practice and demonstrated proficiency in Microsoft Office programs. The intern has created a Microsoft Access database which will ultimately lead to more efficient community support for the international student population on campus. He created a second database for support of the Carolina Cultural Partners Program. Intern has created a marketing plan for the Carolina Cultural Partners Program, identified next steps needed and began implementing these marketing strategies for the program.

In Study Abroad the Internationalization Intern position focused on public relations and resulted in substantially increased visibility for study abroad on campus. The intern's press releases have resulted in more Gamecock coverage.

Given the return on investment associated with these positions, there is a strong desire to maintain this position in the coming years. Budget cuts will ultimately affect the continuation of this program.

Initiative #5 (d) Develop and enhance programming and activities which increase cultural interaction between international exchange students and USC students.

Related to: Division Goal #6: Outcomes (B)

- KPI: Number of opportunities for exchange students to interact with American USC students. Number of students participating in cultural exchange activities such as Student Mixers, Study Abroad Returnee Association, and welcome events.
 - Target: Increase the number of cultural exchange activities compared to 2008-2009 baseline. Increase the number of participants in associated activities.
 - KPI Method: Compile Exchange Student Evaluation data and utilize to assess programming effectiveness. Review attendance records for programming events.
 - Report Date: Progress report March 2010; final June 2010.

KPI Performance:

----- Below are participation numbers, previous year's numbers are unavailable at this time-----

Welcome Bash (exchange students and returning study abroad social)- 43 students

Study Abroad Fair exchange student volunteers – 28

Exchange Student Evaluation has been postponed indefinitely.

Analysis of Initiative:

Exchange students continue to be involved in Office activities and interact with American students during social events and study abroad recruitment events. Fewer American students have been attending the Welcome Bash event over the last two years, however, which has prompted planned revisions to the event for fall 2010. While an initial draft of the Exchange Student Evaluation has been developed, we have postponed implementation indefinitely.

Goal #6 Advance the institutional commitment to service, research, scholarship, and creative achievement for students, faculty, and staff through a global lens.

Related to: Division Goal #4: Outcomes (C) and (F), Division Goal #2: Outcomes (C)

Performance Blueprint Analysis of Goal Achievement

For the first time Spring semester, International Student Services has partnered with the Community Service Department to reach out to international students and challenge them to participate in a community service project. In March, a group of 24 students including 8 international students, a JFDP fellow (Eurasian fellowship program for short-term scholars) and 16 American students went to the USC Arboretum for a day of service. International Student Services hopes to implement service Saturday opportunities every semester in the future.

Professional Development opportunities continue to be strongly encouraged by International Programs. A lack of resources prevents many staff from attending conferences, specifically the national conference on international education. Staff are encouraged to participate in webinars, local conferences, division events and other innovative professional development opportunities. Experience in foreign countries is critical for staff to maintain international expertise, which is a hiring criteria for all professional staff. Travel opportunities related to international recruitment, study abroad site visits and program develop are both mission critical and vital for maintain professional competence. International travel and participation at the NAFSA Annual Conference which is considered to be the most important international marketplace for doing international higher education business needs to be protected despite budget constraints.

Initiative #6 (a) Collaborate with key constituencies on and off campus to identify, develop, and implement service learning opportunities involving USC students.

Related to: *Division Goal #4: Outcome (F)*

- KPI: Increase the number of new USC service learning programs developed and implemented.
 - Target: Increase number of department-specific service learning programs compared to 2008-2009 baseline
 - KPI Method: Evaluate level of collaboration and production with USC academic departments and learning communities as compared with previous years by tracking number of programs
 - Report Date:

KPI Performance:

Three service-learning abroad programs will take place this year (Jamaica, Dominican Republic, and Ecuador). This is one more program than offered the previous year.

- KPI: Increase the number of indentified service learning abroad programs.
 - Target: Increase number of service learning programs abroad identified for USC students
 - KPI Method: Create inventory of pre-approved service learning programs available to students through other organizations.
 - Report Date:

KPI Performance:

A number of pre-approved service learning programs have been identified and listed individually on the website. A composite marketing piece listing all opportunities has been postponed until summer 2010 due to staffing constraints.

- KPI: Increase international and American student participation in service opportunities benefitting the community.
 - Target: Benchmark year, track the number of student participants in service offerings
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

A benchmark will be established once participation numbers have been finalized in June 2010.

Analysis of Initiative:

This semester International Student Services have partnered with the Community Service Department to reach out to international students and challenge them to participate in a community service project. On March 20, 2010 a group of 24 students: 8 international students, including a JFDP fellow along with 16 American students went out to USC Arboretum for a day of service. Although higher numbers of internationals were expected, it was positive to see that there is an interest to go out in the community. International Student Services hopes to implement service Saturday opportunities every semester.

A second community service opportunity involves the expansion of the Thinking Globally program to the K-12 school system. This initiative was started due to TG's success with U101 classes and to increase enthusiasm for international learning earlier in the educational system. This effort has been postponed until fall 2010 due to limited staffing and existing programming priorities.

Initiative #6 (b) Encourage participation in advocacy benefitting international education policy.

Related to: *Division Goal #4: Outcome (C)*

- KPI: Track participation in listserv NAFSA Act
 - Target: Increase number of South Carolina higher education staff in ACT by 2010
 - Report Date: June 2010

KPI Performance:

Information about advocacy opportunities was distributed to South Carolina international educators in multiple venues to encourage participation. State membership in NAFSA ACT increased 37% (47 to 60 participants) throughout the year.

Advocacy efforts to encourage Senator Lindsay Graham to co-sponsor the Simon Act, which supports expansion of study abroad, were successful.

Initiative #6 (c) Encourage and support staff involvement in service, research, scholarship, and creative achievement

Related to: *Division Goal #2: Outcomes (C), Division Goal #3: Outcome (D)*

- KPI: Number of presentations submitted for conferences
 - Target: Increase number of presentations and poster sessions submitted for conferences by two
 - KPI Method: Track number of conference presentation submissions by staff members and compare with previous years
 - Report Date: June 2010 for final numbers, staff add involvement as necessary

KPI Performance:

Two staff members will be presenting at the NAFSA National conference in May, 2010.

One presenter at the Taiwan forum.

Three study abroad staff presented at the NAFSA Region VI conference in October, 2009.

Six International Programs staff presented at the State NAFSA conference in February, 2010.

One staff member presented at the Association for College Admission Counseling, State Meeting, March 12.

Three staff members presented at IdeaPop.

- KPI: Track the number of staff holding positions with professional organizations
 - Active involvement in campus, local, regional, and national organizations
 - Target: Increase number of staff members serving on committees, taking leadership roles, and pursuing active membership in campus, local, regional, and national organizations
 - KPI Method: Compile a list of campus, local, regional and national organizations in which staff members participate or hold leadership roles.
 - Report Date: June 2010 for final numbers, staff add involvement as necessary

KPI Performance:

Pat Willer is serving on NAFSA Comprehensive Internationalization Taskforce.

Pat Willer is chair-designat for NAFSA Annual Conference in 2012 and member of Executive Team for 2011 Conference

Jennifer Engel is the NAFSA Region VII Education Abroad Liaison.

Jennifer Engel is on the advisory board for the Center for International Studies.

Rachel Hardison was elected the State NAFSA treasurer.

Mary Voulgaris, Board Member, Columbia Council for Internationals.

- KPI: Track number of new certification or degrees earned by staff

- Target: Increase number of certification or degrees by one
- KPI Method: List new certifications or degrees
- Report Date: June 2010 for final numbers, staff add information as necessary

KPI Performance:

Four full-time International Programs staff are pursuing advanced degree coursework.
One International Programs staff completed Master's degree.

- KPI: Track the number of grant applications and awards
 - Target: Increase the number of grant application by one
 - KPI Method: Compile a list of grant applications
 - Report Date: June 2010 for final numbers, staff add involvement as necessary

KPI Performance:

Pat Willer co-submitted and selected for Institute for International Education, International Academic Partnership Program, funded by the Department of Education.
Mary Voulgaris, Junior Faculty Development Program, received three Fellows, one more than previous years
Jennifer Elliott, selected as Rotary International Group Study Exchange participant to Paraná, Brazil May-June 2010.

- KPI: Track number of articles submitted for publication
 - Target: Increase number of articles submitted for publication by two
 - KPI Method: Track number of articles submitted for publication by staff members and compare with previous years
 - Report Date: June 2010 for final numbers, staff add involvement as necessary

KPI Performance:

Pat Willer published a chapter in Student Affairs and Services in Higher Education: Global Foundations, Issues and Best Practices UNESCO 2009
Pat Willer and Gabriela Peschiera-Carl, Chapter of Reintroduction of Returning Study Abroad Students, forthcoming
Pat Willer, online interview, Asian Correspondent, 2010
International Programs Staff, Asian Correspondent and LearnHub bloggers

Initiative #6 (d) Enhance cross-cultural communication and intercultural awareness training to improve campus partner understanding of international students and cultures

Related to: Division Goal #4: Outcome (C)

- KPI: Increase program offerings and attendance, publish online and market to campus community; respond to feedback.
 - Target: increase campus participation
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

Due to staffing constraints the program has been deferred to Fall 2010, however information is available on the International Student Services website.

Goal #7 Lead institution in international outreach and collaboration with partner institutions to promote university internationalization efforts.

Related to: Division Goal #5: Outcomes (A), (B), and (C)

Performance Blueprint Analysis of Goal Achievement

International Programs continues to collaborate with campus partners in academic units toward internationalizing the campus. This resulted in 17 international agreements during the academic year with several more in process, as further described in Initiative #7 (e). International Programs has undertaken review and update of exchange agreements, including tracking student mobility resulting from articulated transfer agreements and exchange agreements. International Programs continues to offer expertise in the creation of a variety of models and has several projects underway in collaboration with the Moore School of Business, College of Engineering and Computing and College of Hospitality and Retail Management.

The addition of a technology coordinator position funded by Federal Stimulus has greatly increased International Programs web presence and student recruitment pages. With additional stimulus funding further web advances will further allow International Programs to highlight its programs and be a more efficient resource for international activity on campus.

Initiative #7 (a) Enhance International Programs marketing and communication plans (print and electronic) to publicize internationalization efforts.

Related to: Division Goal #5: Outcomes (A), (C) and (D)

- KPI: Launch new web presence and monitor online tracking and statistical tools for yearly reporting of website traffic to sites specific to international agreements and international policy information.
 - Target: Benchmark year
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

A new web portal for International Programs and international student recruitment was launched in February, shortly before the recruitment fairs began in March. While updates and additions continued to be made to streamline the information and work to highlight activities within each of the units, tracking continues. While this is the first year for gathering data on internet traffic, we have seen a 325% increase in site traffic (unique visitors) since launching the site (Jan 25 – 31: 83; May 17 – May 23: 353) with our peak traffic in early May with unique visitors totaling 410. Additionally it was noted that while recruiters were in country during March 8 – April 18 International visitors to the site made up 47. 34% of site visitors. The percentage has tapered off but remains on average 41% of site visitors. Data will continue to be collected and a full report based on these statistics over two years will be available June 2011.

- KPI: Identification of a platform for listing department and faculty international experience and interests will be identified. Appropriate steps to implement and advertise usage will begin and be reported.
 - Target: Benchmark year
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

Research has begun; delayed by staffing constraints. It is hoped that the QEP proposal addresses some of these needs, but research into possible databases is underway.

- KPI: Expanded audience for Overseas Correspondents. Increased publicity for study abroad scholarship recipients. Increased publicity for range of Study Abroad Office functions.
 - Target: Establish baseline for website hits on Correspondents section. Increase number of press releases for scholarship recipients, office activities, etc. Change office name to represent all functions in addition to “study abroad”
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

Website analytics have been accessed and will be analyzed at the end of the year.
 Public Relations Intern hired in October 2009.
 Twenty one total press releases sent to the USC community; 9 have resulted in articles or postings about students, scholarship winners and programs in the Daily Gamecock, sc.edu, or departmental media websites. Two additional articles will be published this summer. Six additional articles mentioning study abroad were published
 Marketing materials were developed to incorporate other overseas options such as intern abroad, research (promoted with the Office of Undergraduate Research) and service learning abroad.
 Additional publicity includes:
 New Study Abroad News newsletter format developed and implemented
 New FaceBook page developed with 542 Fans
 Study Abroad webpage has been connected to Twitter
 Study Abroad recruitment video developed and hosted on YouTube, set for mass distribution during summer 2010.
 Study Abroad Facebook photo album featured on the USC Facebook main page.
 Study Abroad promotional video developed in cooperation with Journalism 531: Public Relations Campaigns.
 Departmental outreach materials developed for eleven departments across campus
 Student spotlight developed to highlight students with diverse backgrounds and majors
 While You are Abroad newsletter developed and sent to current students abroad, beginning Spring 2010

Initiative #7 (b) Seek out new venues on and off campus for exhibiting the Beyond the Classroom film series.

Related to: Division Goal #5: Outcomes (B) and (D)

- KPI: Track usage of the Beyond the Classroom series in University 101 classes, presentations and the number of people viewing the film. Continue plans to expand the Beyond the Classroom series and update on the fourth film selected and goals associated with its creation.
 - Target: Increase viewership and track awards submissions
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

A film project has been selected for the fourth annual Beyond the Classroom™. This course “Freedom’s Messenger” features the expertise of Charles Bierbauer, Gordon Smith and Dick Moore and has been selected to appeal to on and off campus constituencies. Development opportunities will be pursued with the appropriate campus partners.

Initiative #7 (c) Develop recognition and awards for campus internationalization

Related to: Division Goal #5: Outcomes (C)

- KPI: Convene task force for campus internationalization recognition and awards
 - Target: Implement task force suggestions.
 - KPI Method: Track development; Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

Three awards were given during International Education week in recognition of Faculty and Staff contribution in the areas of Campus Internationalization, Study Abroad and International Student Outreach. The Global Gamecock awards were given out at World Night in recognition of student commitment to campus internationalization and outreach. International student volunteers were also recognized.

Initiative #7(d) Enhance collaboration with faculty to encourage study abroad, international exchange activity, and campus internationalization

Related to: Division Goal #5: Outcomes (C)

- KPI: List of faculty program directors for current year, comparing overall numbers against last year, as well as number of new faculty involved.
 - Target: increase number of faculty programs
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

Twenty-six faculty have developed faculty led programs for 2009-10, while last year twenty-seven were developed. Despite the slight difference in faculty interest each year produced twenty viable programs. Five new faculty members created programs this year.

- KPI: Develop a networking event for new faculty who have international interests; report on the success of the event and suggest changes accordingly.
 - Target: Benchmark year; make changes based on initial feedback
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

Event has been delayed due to budget constraints.

- KPI: Engage the International Education Advisory Committee; report on recommendations by the committee, based on goals for committee.
 - Target: Benchmark year
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

International Education Advisory Committee has been postponed.

Initiative #7 (e) Identify new and expand existing collaborations with international partner universities.

Related to: Division Goal #5: Outcomes (A) and (C), Division Goal #6: Outcome (C)

- KPI: Increase the number of joint programs developed. Track the number of interns placed at partner institutions abroad and the number of partner schools available for participation. Degree of collaboration in other areas of international education

- Target: Continued implementation of International Inquiry program with Ming Chuan University (Taiwan). Development and implementation of International Inquiry program with the University of Palermo (Argentina). Increase number and diversity of HESA internship opportunities offered. Development of USC-hosted summer study module marketed to exchange partners.
- KPI Method: Compare enrollments for II: Taiwan program with previous years. Establish baseline enrollment for II: Argentina program. Inventory available internships at partner institutions and compare with the number of placements and locations offered in previous years. Track enrollment for USC-hosted summer program.
- Report Date: Progress report March 2010; final June 2010
- KPI: Track the development of new collaborations with international partners
 - Target: Increase the number of new collaboration by four
 - KPI Method: Regularly update item once an activity is completed
 - Report Date: Progress report March 2010; final June 2010

KPI Performance:

The International Inquiry: Taiwan program took place in May 2010 with 12 students participating. International Inquiry: Argentina was canceled due to lack of enrollment. Six HESA students were placed in internships abroad for summer 2010, compared to two for summer 2009.

American University in Cairo

British University in Egypt, MOU

Cairo University, MOU

China University Hong Kong, Undergraduate and Graduate Exchange

Ewha Womans University, MOU

IDP – International Student Recruitment contract.

National Taiwan University, MOU

Ocean University of China, MOU and articulated transfer agreement

Queensland University of Technology undergraduate exchange

University of Chile Business School relationship, including undergraduate and graduate programs

University of Aruba, MOU

Universitas Gadjah Mada, Graduate Program –Law School

University of Jordan, MOU and Ph.D. Enrollment

University of Minas Gerais, Research MOU

University of Puerto Rico, MOU

University of Tikrit, MOU

University of the Virgin Islands, articulated transfer agreement

Western Surgery Institute, Graduate Internship Opportunity

Analysis of Initiative: The International Inquiry: Taiwan program, in its fourth year, continues to be a unique, affordable overseas option for students and an ideal mechanism for recruiting new faculty leaders. HESA interns have expanded in number and will be taking part in internships abroad five different countries. They will be interning at USC exchange partner institutions and at one partner program. Additional undergraduate exchange options in Chile and Australia are helping to both provide affordable study abroad options as well as meet student demand for exchange options in Australia and Latin America.

International activity of particular importance includes: University of Tikrit, Ocean University of

China, American University of Cairo, and China University of Hong Kong. International Programs in collaboration with the Moore School of Business hosted a delegation from the University of Tikrit which resulted in an MOU. The MOU and the visit strengthens the strategic partnership and is a significant step towards visibility in the Middle East. The relationship has also resulted in several graduate student application and may prove to be a pipeline for Iraqi students interested advancing their education.

International Programs in collaboration with English Programs for Internationals signed an MOU to receive up to 10 students per term from Ocean. Students will be granted conditional admission as undergraduates, upon completion of English study in EPI. The first two students in this program arrived in January, one of which will matriculate into university study. Additionally, Ocean has agreed to host graduate students in the fields of Linguistics and Higher Education Administration at during the summer, providing room, board and salary. Possibilities for expanding the collaboration with Ocean will continue to be pursued.

As the Moore School of Business continues to innovate, International Programs is a key partner in establishing opportunities for internationalization. Recent innovations of note are the creation of language and program cohorts for undergraduate students interested in area specific international business. Through a partnership with China University Hong Kong (CUHK) an agreement was established for USC business students to spend two years studying at CUHK, while CUHK students study at USC two years with the second year allowing for the completion of the Master of International Business Program. A second program is currently in development using the CUHK model with American University in Cairo (AUC). AUC may provide IMBA students with intensive Arabic language training and possibilities for undergraduate student exchange are being investigated.