International Studies Program
2017-2022

Strategic Plan
International Studies Program
College of Charleston
(2017-2022)
Strategic Planning at the College of Charleston

The College of Charleston’s future will be driven by an unwavering commitment to our faculty, students, staff, and the structures—physical, curricular, and financial—that will foster their success.

Strategic Planning is a systematic process, one that builds commitment to priorities essential to mission-critical work. Strategic planning establishes the guideposts that chart the journey toward excellence and provides opportunities to assess the steps along the way. Strategic planning also helps ensure that the university remains vital, sustainable, and accountable.

All strategic planning at the College of Charleston is founded in the overarching principles of the institution’s mission, core purpose, and values.

Mission Statement

The College of Charleston is a state-supported comprehensive institution providing a high quality education in the arts and sciences, education and business. The faculty is an important source of knowledge and expertise for the community, state, and nation.

Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior undergraduate program is central to the mission of the College of Charleston. As a prominent component of the state’s higher education system, the College encourages and supports research.

In addition to offering a broad range of baccalaureate degree programs, the College incorporates the University of Charleston, South Carolina (UCSC), established by state statute in 1992, which serves as a research institution where the graduate and research programs associated with the College are housed. UCSC provides master’s degree programs and anticipates offering a limited number of doctoral degrees should location and need warrant. The College also provides an extensive credit and non-credit continuing education program and cultural activities for residents of the Lowcountry of South Carolina.

The College of Charleston seeks applicants capable of successfully completing degree requirements and pays particular attention to identifying and admitting students who excel academically. The College of Charleston serves a diverse student body from its geographic area and also attracts students from national and international communities. The College provides students a community in which to engage in original inquiry and creative expression in an atmosphere of intellectual freedom. This community, founded on the principles of the liberal arts tradition, provides students the opportunity to realize their intellectual and personal potential and to become responsible, productive members of society.
Core Purpose

To pursue and share knowledge through study, inquiry and creation in order to empower the individual and enrich society.

Values

- **Academic excellence** that furthers intellectual, creative, ethical and social development through a broad range of programs centered on the liberal arts and sciences.

- **Student-focused community** that embraces mutual respect, collaboration and diversity for the welfare of the individual and the institution.

- **The history, traditions, culture and environment of Charleston and the Lowcountry** that foster distinctive opportunities for innovative academic programs and relationships that advance our public mission in the city of Charleston, the state of South Carolina and the world.
**Mission**

The International Studies major focuses on the political economic, socio-historic, and cultural dimensions of changes that have and are taking place around the world. International Studies will help students to develop a global perspective regarding vital trends and issues as they learn to analyze international affairs.

The International Studies major is both an interdisciplinary and multi-disciplinary program. It emphasizes knowledge of regions across disciplines and time, providing students with the skills necessary to become global citizens. Students who complete the major will have acquired a firm grasp of methodologies appropriate to the study of international phenomena, in-depth expertise in a particular region of the world or international theme, competence in a foreign language, and globally relevant experience through study or internship abroad programs.

**International Studies Goals**

The International Studies program will pursue seven goals over the next five years. These goals align with the College’s Strategic Plan to (1) provide students with a highly personalized liberal arts education; (2) take advantage of the history, culture, and location in Charleston to enhance undergraduate programs; (3) provide students necessary global and interdisciplinary perspectives; (4) educate the whole person through curricular, extra-curricular, and co-curricular activities; (5) achieve financial security; (6) increase the diversity of faculty and staff on campus.

**Goals of the International Studies Program:**

1. **Students will demonstrate Global Awareness, that is, the ability to identify and describe differences and similarities within and between cultures.**

2. **Students will be able to describe and/or apply a theoretical approach or paradigm germane to International Studies.**

3. **Students will demonstrate the ability to access existing knowledge by retrieving, assembling, and organizing information on particular topics and issues in International studies and its related disciplines and fields. Students will draw on perspectives from several disciplines in order to analyze global phenomena.**

4. **To ensure study abroad meets our curricular goals and provides students with a meaningful educational experience**

5. **To provide substantive internship and service-learning opportunities.**

6. **To increase students’ preparation for and awareness of relevant job opportunities.**

7. **To increase diversity among the core International Studies faculty.**

2017-2022 Strategic Plan
(International Studies/LCWA)
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Measures (KPI)</th>
<th>Targets and Deadlines</th>
<th>Division/Unit/School Goal Supported</th>
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<tbody>
<tr>
<td>1. Global Awareness</td>
<td>Develop curriculum in INTL courses to familiarize students with the differences and similarities within and between cultures</td>
<td>1. At least 70% of students in INTL 350 will accurately describe the different and similar effects of a particular aspect of globalization on two regionally-distinct countries or two separate regions (i.e., 70% attain a C or better) 2. Assessment through Study Abroad. See Outcome 3 for details of target and deadline.</td>
<td>Goal 3 of the College Strategic Plan Provide students the global and interdisciplinary perspectives necessary to address the social, economic, environmental, ethical, scientific and political issues of the 21st century</td>
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<td>2. Theories in International Studies</td>
<td>Develop curriculum in INTL courses that requires students to become familiar with theories and paradigms germane to International Studies. Assess the success of this curriculum through assignments in the INTL 350 Cross-Regional Studies course as well as the INTL 495 Senior Capstone in International Studies.</td>
<td>1. At least 70% of students in INTL 350 and INTL 495 will successfully describe a theory and/or paradigm germane to International Studies (i.e., 70% attain a C or better on assessments). 2. At least 70% of students in INTL 495 will successfully describe and apply a theory and/or paradigm germane to International Studies (i.e., 70% attain a C or better on assessments).</td>
<td>Goal 3 of the College Strategic Plan</td>
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<tr>
<td>3. Students will demonstrate the ability to access and synthesize existing knowledge from interdisciplinary sources on particular topics and issues in International studies and its related disciplines and fields.</td>
<td>Develop curriculum in INTL courses that require students to demonstrate research competency and the ability to synthesize materials. Assess the success of this curriculum through assignments in the cross-regional studies course INTL 350 and capstone INTL 495.</td>
<td>At least 70% of students in INTL 350 and INTL 495 will successfully synthesize information from peer-reviewed articles and books on a particular topic (i.e., 70% attain a C or better on assessments).</td>
<td>Goal 3 of the College Strategic Plan</td>
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| 4. To ensure study abroad meets our curricular goals and provides students with a meaningful educational experience | Use nationally recognized measures in order to assess the impact of study abroad on students' Intercultural Competence and refine study abroad options based upon findings. | 1. Collect data through the IDI (Intercultural Development Index) to set a benchmark for student improvement in intercultural competence through study abroad programs. (2016-2017)  
   a. Once the benchmark is set, use information from IDI surveys, such as impact of study abroad length, homestay, language learning, etc., to refine study abroad offerings for students. (2018-2019)  
   b. Continue assessment of students through the IDI to see impact of refined curriculum. (2020-2021)  
2. Develop a dedicated INTL study abroad program.  
   a. Course-release  
   b. Funding | Goal 3 of the College Strategic Plan  
Goal 1 of the College Strategic Plan Provide students a personalized education based on a liberal arts and sciences core and enhanced by opportunities for experiential learning. |
| 5. To provide substantive internship and service-learning opportunities | Increase appropriate and high-quality internship and service-learning opportunities for students both in and beyond Charleston, SC. | 1. Appoint internship and service-learning coordinator in the program with appropriate compensation.  
2. Develop study/internship abroad development fund/initiative. Develop study abroad programs and internship opportunities tailored to INTL curriculum. | Goal 4 of the College Strategic Plan  
*Establish and promote a vibrant campus-life atmosphere dedicated to education of the whole person through integration of curricular and co-curricular or extracurricular activities.*  
Goal 1 of the College Strategic Plan |
| 6. To increase students’ preparation for and awareness of relevant job opportunities | Connect students with alumni and other professionals from various fields and professions relevant to International Studies. | 1. **Alumni Speaker Series.** Establish a program/series to bring in alumni and other professionals in relevant fields to campus to speak with majors and prospective majors about their experiences.  
2. Connect and keep in contact with our graduates in order to bring them back to speak with our current and prospective majors as well as for development purposes. This could be done through a newsletter we send our alumni and students on yearly or semester basis. We can also keep in touch with the students through social media such as our linkedin group. | Goal 4 of the College Strategic Plan  
*Goal 5 of the College Strategic Plan*  
*Achieve financial security by creating a new financial model for the College of Charleston.* |
| 8. To increase diversity within the core International Studies faculty | 1. Two additional hires:  
   a. First one focused on Africa to include addition of African language – preferably Swahili – for Africa Concentration.  
   b. Second one focused on East and/or Southeast Asia – prepared to teach Intro to Asia. Both of these two lines should be a clear diversity hires. | Acquire approval for two new lines; develop recruitment and retention strategies based on the College Diversity Strategic Plan’s recommended tactics. | Goal 2 of the College’s Diversity Strategic Plan. Strategy 3 of the College Strategic Plan: “Develop and retain highly qualified and diverse faculty and staff.” |
9. To further link between the International Studies curriculum, the humanities, and social sciences at the College of Charleston

1. Develop interdisciplinary courses with the Honors College as well as pursue co-teaching opportunities with faculty in other departments and programs through the FYE and Honors program.

2. Create status of faculty associate for faculty in other schools who academically contribute to INTL program.


2. Develop co-taught classes, such as a Learning Community, with other interdisciplinary faculty in LCWA, such as those from the Classics Department, Jewish Studies Program, and African American Studies Program, and/or faculty from HSS (beginning 2018-2019 or 2019-2020).

3. Begin discussion with Dean about creating this status in INTL and what School benefits could be made available to non-LCWA faculty in exchange for their participation. Fall 2017

Goal 3 of the College Strategic Plan
10. To improve the extra-curricular interaction between majors and faculty. To foster a sense of community within the major through various extra-curricular activities.

| 1. | To develop a yearly convocation of majors featuring nationally recognized public figures, affording majors the opportunity for one-on-one interaction in addition to the formal presentation. |
| 2. | Develop INTL Year End Academic Conference featuring INTL student Bachelor’s Essay and Independent study research presentations. |
| 3. | International Affairs Student Social Project. Foster student initiatives addressing major global issues like poverty, environmental degradation, and political persecution/refugee issues/asylum |

| 2. | Initiate INTL Year End Academic Conference spring 2018 |

Goal 1 and Goal 4 of the College Strategic Plan
**SWOT Analysis (If desired, enter SWOT analysis here)**

List the division/unit/school’s strengths and weaknesses (internal forces) as well as opportunities and threats (external forces). These are intended to guide the unit’s development of its strategic plan.

<table>
<thead>
<tr>
<th>Internal Origin (attributes of the organization)</th>
<th>Helpful (to achieving the objective)</th>
<th>Harmful (to achieving the objective)</th>
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<tbody>
<tr>
<td>Strengths:</td>
<td></td>
<td>Weaknesses:</td>
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<table>
<thead>
<tr>
<th>External Origin (attributes of the environment)</th>
<th>Opportunities:</th>
<th>Threats:</th>
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<tbody>
<tr>
<td>Opportunities:</td>
<td>●</td>
<td>●</td>
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</tbody>
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**Trade-Offs**

Describe the resource allocation decisions that have to be made to accomplish the strategic actions and list opportunities that cannot be pursued or strengths that cannot be leveraged given current resource constraints.

FOR DISCUSSION.