



University of Colorado
Colorado Springs

International Affairs 2020 Annual Strategic Plan Review

International Affairs 2020 Annual Strategic Plan Review Contents

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International Affairs Overview

About International Affairs

The office was established in 2012 as a result of the UCCS Strategic Plan 2012-2020, which had a specific goal focused on internationalization. In the summer of 2018, the office changed its name to International Affairs (IA) and moved from the Division of Academic Affairs to the Division of Student Affairs (formerly Student Success). It is important to recognize that International Affairs is still a nascent international center in comparison with higher education institutions throughout Colorado and the United States of America. While the UCCS office is young and relatively small, international affairs has been a longstanding discipline at higher education institutions in the United States, and the UCCS office is proud to join and contribute to this well-established tradition. It is also imperative to acknowledge that each area in the office has its own level of expertise and professional networks. In addition, each service offered by the office is independent of one another, though IA staff are collaborative.

The International Affairs office at UCCS provides services within the following areas:

- Education Abroad, inclusive of Advising and Risk Management for Student Travel Abroad
- International Student and Scholar Advising, Programming, and Services
- Short-term study program development
- Partnership development support to the Colleges and Schools

The office offers services to undergraduate and graduate students and scholars who are domestic and international students, providing advising opportunities in both realms. International Affairs supports the diversification of campus and the development of cultural awareness. The office houses a director, two full-time advisors, and student employees/interns.

Vision

International Affairs strives to become a leader in the field of international education and support a spirit of discovery that leads to transformative global learning opportunities and cross-cultural understanding.

Mission

International Affairs leads, coordinates, and supports comprehensive campus internationalization with the ultimate goal of preparing globally competent graduates. In doing so, the office:

- Embraces an understanding and sharing of world cultures and perspectives
- Leads best-practice efforts in internationalization in support of institutional goals
- Offers a range of opportunities abroad in order to advance knowledge through a commitment to the importance of understanding other cultures
- Advocates for and supports international students and scholars on campus
- Collaborates with faculty, staff, and community members to further international scholarship, research, and learning
- Supports the integration of global learning opportunities in and out of the classroom that support understanding and an appreciation of the world
- Is committed to student success through support, best practices, advising, and programming

Organizational Chart

International Affairs reports to the Interim Assistant Vice Chancellor of Student Affairs. The department is comprised of the Director, Senior International Student and Scholar Advisor, and Education Abroad Advisor.



Figure 1: International Affairs Organizational Chart

UCCS International Quick Facts

Since IA’s founding in 2012, UCCS has been building momentum in international focus areas, and the following quick facts are shared at meetings with leadership, students, campus and community members. Below are the international quick facts for UCCS for Fall 2020:

- 169 total international students from 47 countries (Graduate = 90, Undergraduate = 79)
- 26 international scholars in the 2019-2020 academic year from 13 countries
- The office sent 178 students abroad to 31 different countries and 7 world regions; additionally, prior to the COVID-19 pandemic, International Affairs anticipated 206 participants in education abroad – a record year, an 8.4% increase from the previous year, and a 158% increase from five years ago
- International students contributed \$470.7M to the state of Colorado’s economy and \$7.5M to the local Colorado Springs economy

International Affairs Strategic Goals Overview

The International Affairs Strategic Plan was approved and implemented Fall 2019. During the 2019-2020 Academic Year, International Affairs staff worked deliberately to meet the strategic plan goals. The goals build upon the office’s foundational work and efforts since Fall 2015.

The plan has five goals:

- Goal 1: Strengthen the diversity of education abroad opportunities
- Goal 2: Enhance the campus climate for international students and scholars

- Goal 3: Enrich opportunities for international partnership and community relations
Goal 4: Implement an assessment plan that measures student and scholar success
Goal 5: Contribute to the Division of Student Affairs' and University's strategic plans

These goals share a common purpose of ensuring a vibrant international experience for students. While some goals and strategies are one-time, many involve on-going processes. The information that follows details each goal and any relevant sub-goals, as well as strategies, measures, and targets.

Goal 1: Strengthen the diversity of education abroad opportunities

- Strategy 1: Collaborate with the advancement team to seek funding opportunities that support education abroad experiences for students
- Strategy 2: Implement a comprehensive portfolio of education abroad programs
- Strategy 3: Develop a comprehensive communication and marketing plan to promote education abroad experiences
- Strategy 4: Network and meet with faculty/deans/colleges about developing faculty-directed programs
 - Measure: Increased participation in education abroad and an active portfolio of programs
 - ◆ Target 1: Establish benchmark for overall participation and growth rates
 - ◆ Target 2: Establish funding for student participation
 - ◆ Target 3: Achieve an 80% or higher success rate with outgoing faculty-directed programs meeting enrollments

Goal 2: Enhance the campus climate for international students and scholars

- Strategy 1: Implement a comprehensive communication plan
- Strategy 2: Develop and implement a Crisis Action Plan
- Strategy 3: Network and advocate for international students and scholars
 - Measure: Increased awareness of resources and programming for international students and scholars
 - ◆ Target 1: Identify important touch points and develop and implement a communication plan and newsletter
 - ◆ Target 2: Increase participation in workshops and programming to average at least 5-8 students
 - ◆ Target 3: Meet with and incorporate feedback and concerns of relevant offices on campus that interface with international students and scholars
 - ◆ Target 4: Develop and publish a Crisis Action Plan by January 2020

Goal 3: Enrich opportunities for international partnership and community relations

- Strategy 1: Maintain connections with prior year visitors/organizations to foster future collaboration.
- Strategy 2: Connect and present at Dean or Provost and departmental meetings about support of partnerships development
- Strategy 3: Review and update MOUs as needed in consultation with Legal Counsel
- Strategy 4: Build relationships and meet with community partners like local NGOs to bring international-related delegations and intercultural opportunities to campus
 - Measure: Data collection on the number of visits, events, and outreach efforts, as well as the overall quality of programming and visits
 - ◆ Target 1: At least one external group visit per semester that involves direct interaction with faculty and/or students
 - ◆ Target 2: Sustained relationships with campus and community partners with annual meetings

Goal 4: Implement an assessment plan that measures student and scholar success

❖ *Sub-goal 1: Collaborate with Institutional Research and other relevant offices on campus to track education abroad data*

- Strategy 1: Connect with the Registrar to develop a student group
- Strategy 2: Enter student group in CU-SIS for historical and current student records derived from Terra Dotta
- Strategy 3: Collaborate with Institutional Research to create reports and help pull and analyze data
- Strategy 4: Share data with leadership and strategic partners
 - Measure: Development of reports that measure education abroad student data for retention, persistence, and graduation rates
 - ◆ Target: Initial targets per survey results and benchmarking with peer institutions

❖ *Sub-goal 2: Collaborate with Institutional Research to develop reports that track relevant data like retention, persistence, and graduation rates for international students and scholars*

- Strategy 1: Collaborate with Institutional Research to create reports and help pull and analyze data
- Strategy 2: Develop benchmarks and comparisons to other student populations
- Strategy 3: Share data with leadership and strategic partners
 - Measure: Development of reports that measure international student data for retention, persistence, and graduation rates
 - ◆ Targets: Initial targets per survey results and benchmarking with peer institutions

❖ *Sub-goal 3: Develop and implement student feedback studies for annual distribution*

- Strategy 1: Develop questions and online survey
- Strategy 2: Determine release dates and communication plan
- Strategy 3: Compile data for analysis
- Strategy 4: Share data with leadership and strategic partners
 - Measure: Development of survey and analysis of data from submissions
 - ◆ Targets: Initial targets per survey results

Goal 5: Contribute to the Division of Student Affairs' and University's strategic plans

- Strategy 1: Nominate staff and have them participate in divisional and relevant campus-wide activities and meetings
- Strategy 2: Incorporate the Division's designated annual goal or focus area into staff/area goals and efforts/activities for the year
 - Measure: Tracking and reporting outcomes of these goals in the annual report and annual performance evaluations
 - ◆ Target: Have staff involved in at least one divisional and/or campus-wide meeting per semester and each area contributing in at least one way to the designated divisional goal/focus for the year

To assist with the tracking of work related to these goals, scorecards were created for each goal. These scorecards are a tool to assist in strategic planning and communicate what each goal is to accomplish. They are utilized in the evaluation and annual review of the International Affairs Strategic Plan located in this report under the section titled "Strategic Plan Goal Status Summary and Score Cards."

The International Education Internal and External Environment

Internally, International Affairs does an extensive annual report. The annual report details the recent efforts of each unit/area within International Affairs while also providing historical analysis and annual comparisons of progress as appropriate. These reports began in Fall 2015 and continue through the present. The annual report is finalized each year in June/July and include pertinent data from the prior summer, fall, and spring semesters. The International Affairs office reports are available online at <https://international.uccs.edu/about-us/report>.

External considerations related to the specific topics or ongoing discussions being reviewed and reported on for the year are included in the International Affairs Annual Report. The external environmental report below is provided to augment the internal annual summary and provide a brief overview of several external factors that impacted international education for this strategic plan review cycle.

International education was directly impacted by the COVID-19 pandemic. The resulting closed international and national borders, as well as flight and entry restrictions, negatively affected both incoming and outgoing mobility. The impact of these responses from governments around the world were felt on both the education abroad and international student side. UCCS returned 21 students from education abroad and suspended programs that impacted 176 students as of September 25, 2020. Additionally, changes in international student regulations at the federal level contributed further to an unwelcoming climate for international students and scholars.

An unexpected positive outcome of the COVID-19 pandemic has been increased student connection in a remote environment. The move to remote work and classes has actually created a new ease to connecting with students and strategic partners outside the physical walls of the office. As a result, despite the challenges that interrupted student mobility and the field of international education as a whole, International Affairs has made significant progress to meeting strategic plan goals.

Strategic Plan Goal Status Summary and Score Cards

This next section includes International Affairs' scorecards for the progress made toward each goal during 2019-2020. These scorecards offer a way to manage and communicate what the office has accomplished this year, as well as help to align and prioritize efforts moving forward. Each scorecard includes the goal, a summary for the strategy, measure, and target, and the 2020 validation and/or activities completed.

Goal 1: Strengthen the diversity of education abroad opportunities

This year, efforts were made to increase education abroad participation, culled and curated a portfolio of options for UCCS students, connect with the advancement team on funding, and communicate effectively with students and faculty. Support is needed to further efforts for scholarship funding for education abroad. Many of the targets met this year will become standard operating procedures, such as the focus on communication with students and faculty, while other targets such benchmarking (last completed 4 years ago) will need to be concentrated on more thoroughly moving forward. Additionally, prior to COVID-19 UCCS would have had a record year insofar as the number of students going abroad, but will now need to focus on bolstering and rebuilding programming and student interest in this time of change.

Goal 1: Strengthen the diversity of education abroad opportunities					
Strategy		Measure	Target		2020 Validation and Activities
1	Collaborate with advancement team to seek funding opportunities that	Increased participation in education abroad and	A	Establish benchmark for overall	<ul style="list-style-type: none"> Reviewed and cross-referenced programs (location, cost, area of study, etc.) and updated

	support education abroad experiences for students	an active portfolio of programs		participation and growth rates	<p>Terra Dotta portfolio – <i>summer 2020</i></p> <ul style="list-style-type: none"> • Developed a funding report and presented to VCSS (now VCSA). Shared and met with the Advancement team – <i>fall 2019</i> • Sent gift highlights (what a gift could cover) to Advancement – <i>summer 2019</i> • Collaborated with and supported UCCS Veterans’ Affairs in seeking to create donor-funded scholarships for military-affiliated students – <i>fall 2020</i> • Developed a comprehensive communication plan for stakeholders (campus-wide, faculty/staff leaders, applicants, prospective students, returnees, parent/guardian) across available platforms (email, social media, phone) and began implementation – <i>fall 2020</i> • Sent campus-wide communication about future short-term programming trainings/one-on-one meetings and facilitated meetings – <i>spring and summer 2020</i> • Met one-on-one with Summer 2021 program leaders and reviewed the process – <i>spring 2020</i> • Updated the faculty-directed handbook and forms to more clearly and easily convey the steps and process – <i>spring 2020</i> • Finalized 2021 short-term programs and contracts as well as web updates and promotional brochures – <i>spring and summer 2020</i> • Presented at Provost’s meeting with the Deans on faculty directed/short-term programming and an overview of IA. Shared each college’s
2	Implement a comprehensive portfolio of education abroad programs		B	Establish funding for student participation	
3	Develop a comprehensive communication and marketing plan to promote education abroad experiences		C	Achieve an 80% or higher success rate with outgoing faculty-directed programs meeting enrollments	
4	Network and meet with faculty/deans/colleges about developing faculty-directed programs				

					<p>programs and quick facts – <i>spring 2020</i></p> <ul style="list-style-type: none"> • Discussed procedures to ensure we are procedurally aligned with community member to student ratios with the Provost – <i>spring 2020</i> • Communicated with Summer 2021 faculty leaders about enrollment, upcoming deadlines, marketing, etc. – <i>spring 2020 onward</i>
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Goal 2: Enhance the campus climate for international students and scholars

Providing a comprehensive portfolio of student programming and support for international students and scholars is part of the office’s standard procedures. To further enhance that, a communication plan was developed and implemented this year, as was the Crisis Action Plan and networking across campus. The majority of the targets for this goal were accomplished with room to further feedback collection in order to continue to strengthen services.

Goal 2: Enhance the campus climate for international students and scholars					
Strategy		Measure	Target		2020 Validation and Activities
1	Implement a comprehensive communication plan	Increased awareness of resources and programming for international students and scholars	A	Identify important touch points and develop and implement a communication plan and newsletter	<ul style="list-style-type: none"> • Facilitated a presentation on visas with HR compliance committee – <i>spring 2020</i> • Respond and reply to scholar requests – <i>fall 2019 onward</i> • Developed We are Here virtual sessions in multiple languages in collaboration with the Excel Languages Center – <i>spring 2020</i> • Developed Virtual Coffee hour for international students and scholars to meet in a casual space during the pandemic – <i>spring through fall 2020</i> • Developed Regional Countries Virtual Coffee hour for international students and scholars to meet in a casual space during the pandemic – <i>spring 2020</i> • Met with PGA golf program to discuss F1 regulations and internship opportunities – <i>spring 2020</i> • Participated with two students in the StudyColorado Legislative Day in Denver to promote international education and the important impact of international students in our communities – <i>spring 2020</i> • Arranged for SEVP campus visit – <i>spring 2020</i> • Collaborated with departments and clubs on-campus to enhance events and
2	Develop and implement a Crisis Action Plan		B	Increase participation in workshops and programming to average at least 5-8 students	
3	Network and advocate for international students and scholars		C	Meet with and incorporate feedback and concerns of relevant offices on campus that interface with international students and scholars	
		D	Develop and publish a Crisis Action Plan by January 2020		

					<p>workshops for international students. Examples include collaboration with Phi Alpha Theta for the International Mother Language Day event and the Career Center for OPT workshops – <i>fall 2019 onward</i></p> <ul style="list-style-type: none"> • Advocated for international students by assisting them with various funding opportunities related to COVID-19 including UCCS Grant Fund Request, OAS Rowe Fund scholarship and loan application, and IIE Emergency Student Fund. Multiple students were successfully awarded funds as a result of our assistance and communication – <i>summer 2020</i> • Developed and published a Crisis Action Plan with a focus on international student scenarios – <i>spring 2020</i> • Developed and implemented a comprehensive communication plan that continues to be utilized – <i>fall 2019</i> • Participated in Colorado Consortium of International Educators meetings in order to network with the Colorado Field Representative and other professionals in the field, and to keep up to date on regulations and interpretations from other universities – <i>fall 2019 onward</i> • Set up (virtual) programming for the semester. To date, attendance for international student workshops has been over 10 students per event – <i>fall 2019 onward</i> • Submitted Open Doors reports for international students and scholars in order to assist with advocacy efforts – <i>spring 2020 onward</i> • Coordinated Thanksgiving dinner event for international students; UCCS faculty and staff invited the students into their home to experience a Thanksgiving dinner and holiday traditions – <i>fall 2019</i>
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Goal 3: Enrich opportunities for international partnership and community relations

Campus internationalization requires a connection to partners both on and off campus. Relationship building, communication, and hosting international-related visits continued to occur in 2020.

Opportunities exist to further strengthen existing relationships and offer global opportunities that benefit both curricular and co-curricular learning for the campus community.

Goal 3: Enrich opportunities for international partnership and community relations

Strategy		Measure	Target		2020 Validation and Activities
1	Maintain connections with prior year visitors/organizations to foster future collaboration	Data collection on the number of visits, events, and outreach efforts, as well as the overall quality of programming and visits	A	At least one external group visit per semester that involves direct interaction with faculty and/or students	<ul style="list-style-type: none"> • Developed and presented a CLC leadership workshop – <i>spring 2020</i> • Participated with two students in the StudyColorado Legislative Day in Denver to promote international education and the important impact of international students in our communities – <i>spring 2020</i> • Participated in LAS Languages and Cultures departmental review process and shared about collaboration with education abroad and teaching – <i>spring 2020</i> • Participated actively in CU Presidents’ international partnership meeting – <i>spring 2020</i> • Hosted US Department of State 2020 International Women of Courage Award Recipient – <i>spring 2020</i> • Met with University Sagrado and an individual Japanese partner to discuss virtual partnership opportunities and collaboration on programming, faculty lecture opportunities, and student classroom engagement opportunities – <i>summer 2020</i> • Collaborated with UCCS and community members to develop and sponsor Explore the World Virtual Series that includes topics related to art, peacebuilding, careers, cultural understanding, etc. – <i>summer and fall 2020</i> • Coordinated International Education Week 2019 – <i>fall 2019</i> • Participated in international student and scholar-focused Colorado Consortium of International Educators meetings in order to network with the Colorado Field Representative and other professionals in the field, and to keep up to date on regulations and interpretations from other universities – <i>fall 2019 onward</i>
2	Connect and present at Dean or Provost and departmental meetings about support of partnerships development				
3	Review and update MOUs as needed in consultation with Legal Counsel		B	Sustained relationships with campus and community partners with annual meetings	
4	Build relationships and meet with community partners like local NGOs to bring international-related delegations and intercultural opportunities to campus				

					<ul style="list-style-type: none"> • Participated in quarterly Colorado Consortium of International Educators education abroad-focused meetings – <i>summer 2020 onward</i> • Continued to facilitate strong partnerships with education abroad program providers via communication and participation in workshops and trainings – <i>fall 2019 onward</i> • Collaborated with departments and clubs on-campus to enhance events and workshops for international students. Examples include collaboration with Phi Alpha Theta for the International Mother Language Day event and the Career Center for OPT workshops – <i>fall 2019 onward</i> • Coordinated transportation to Mayor’s Reception for international students so they could attend the event and network with community members as well as meet other international students in Colorado Springs – <i>fall 2019</i> • Developed and submitted proposal for new Global Leadership Fellows and Certificate Program in partnership with LAS Languages and Cultures; planning and implementation are ongoing – <i>summer/fall 2020 onward</i>
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Goal 4: Implement an assessment plan that measures student and scholar success

This is the goal that needs the most focus and development moving forward. Ongoing actions were established for data cleanup to aid in tracking and report development. Opportunities to further this goal include an increased understanding of the data needed to report on, the development of reports, and the analysis and creation of easy-to-understand data summary sheets.

Goal 4: Implement an assessment plan that measures student and scholar success					
<i>Sub-goal 1: Collaborate with Institutional Research and other relevant offices on campus to track education abroad data</i>					
Strategy		Measure	Target		2020 Validation and Activities
1	Connect with the Registrar to develop a student group	Development of reports that measure education abroad student data for	A1	Initial targets per survey results and benchmarking	<ul style="list-style-type: none"> • Met with Registrar and set-up a student group – <i>fall 2019</i>

2	Enter student group in CU-SIS for historical and current student records derived from Terra Dotta	retention, persistence, and graduation rates		with peer institutions	<ul style="list-style-type: none"> • Verified student lists from Terra Dotta and sent lists over to the Registrar for the entry and upload of the student group to the students' records – <i>fall 2019 through spring 2020</i>
3	Collaborate with Institutional Research to create reports and help pull and analyze data				
4	Share data with leadership and strategic partners				

Sub-goal 2: Collaborate with Institutional Research to develop reports that track relevant data like retention, persistence, and graduation rates for international students and scholars

Strategy		Measure	Target		2020 Validation and Activities
1	Collaborate with Institutional Research to create reports and help pull and analyze data	Development of reports that measure international student data for retention, persistence, and graduation rates	A2	Initial targets per survey results and benchmarking with peer institutions	<ul style="list-style-type: none"> • Finalized reports for total enrolled international students/non-immigrants – <i>fall 2019</i> • Began data collection for international students who left UCCS (transfer outs and terminations) in an effort to track retention – <i>spring 2019</i>
2	Develop benchmarks and comparisons to other student populations				
3	Share data with leadership and strategic partners				

Sub-goal 3: Develop and implement student feedback studies for annual distribution

Strategy		Measure	Target		2020 Validation and Activities
1	Develop questions and online survey	Development of survey and analysis of data from submissions	A3	Initial targets per survey results	<ul style="list-style-type: none"> • Collaboration with SPA graduate student on focus group data on the international student experience – <i>fall 2020</i>
2	Determine release dates and communication plan				
3	Compile data for analysis				
4	Share data with leadership and strategic partners				

Goal 5: Contribute to the Division of Student Affairs' and University's strategic plans

The Division of Student Affairs strategic plan has its own goals, one of which is annually designated as the goal to focus on and further for the year. This year's annual goal, Engagement and Belonging, was incorporated into International Affairs' staff goals and office initiatives. The finalization of the University Strategic Plan this year, along with a new focus goal for the division, will create a new portfolio of activities in support of these plans.

Goal 5: Contribute to the Division of Student Affairs and University's strategic plan					
Strategy		Measure	Target		2020 Validation and Activities
1	Nominate staff and have them participate in divisional and relevant campus-wide activities and meetings	Tracking and reporting outcomes of these goals in the annual report and annual performance evaluations	A	Have staff involved in at least one divisional and/or campus-wide meeting per semester and each area contributing in at least one way to the divisional designated goal/focus for the year	<ul style="list-style-type: none"> Staff served on divisional strategic plan subgroups – <i>fall 2019 onward</i> Incorporated annual goal focus for the division into staff goals – <i>spring 2020</i> Staff participate in divisional meetings such as Teams Training (for Strategic Plan) and Strategic Plan Presentations – <i>fall 2019 onward</i> Staff participate in divisional activities to include Engagement and Belonging Retreat, New Staff Welcome, Feed Your Soul Lunch and Learn, New Year New Team Gathering, and helping to promote Mountain Lion 360 – <i>fall 2020</i>
2	Incorporate the Division's designated annual goal or focus area into staff/area goals and efforts/activities for the year				

Moving Forward

In 2019-2020, International Affairs made great progress towards the development of activities that foster the integration of the five goals outlined in the International Affairs Strategic Plan into standard operating procedures for the office. Nonetheless, supporting the goals of the International Affairs Strategic Plan require continuous effort. Many of the goals entail sustained focus and effort and cannot simply be checked off as completed. The activities implemented toward meeting these goals therefore become core strategies that require annual attention and further contribute to the foundational work of International Affairs. Furthermore, in order to document the annual progress made on these strategic goals, an internal document will be developed in the next year to track and compile progress in one central location.

Overall, excellent progress was made toward the implementation of Goals 1, 2, 3, and 5 this year. Despite the impact of the COVID-19 pandemic on both the education abroad and international student and scholar sides of the office for much of the year, innovative ways to connect with students, the wider campus community, and external organizations and partners fostered a continued collaboration that allowed goal implementation to persist.

With the foundational work laid for many of the targets within these goals, cross-goal support may be especially helpful moving forward. This could entail utilizing strong campus partnerships (Goal 3) in order to garner greater support for education abroad funding (Goal 1) and create greater awareness of and more offerings for programming for international students and scholars (Goal 2). The annual change in the divisional goal-of-focus will also offer new and exciting ways to further engage International Affairs with the campus community and support the Division of Student Affairs and the University (Goal 5).

Looking ahead to the coming year, more focus will need to be given to the implementation and integration of Goal 4 into everyday office procedures and strategies alongside continued focus on Goals 1, 2, 3, and 5. Assessment is essential, and IA will need to continue to increase understanding of the data needed to report on, develop said reports, and begin to analyze results alongside the creation of easy-to-understand data summary sheets.

Excitingly, projects are already underway to continue to support all five goals and further strengthen the International Affairs office, Division of Student Affairs, and the University. These projects include the Global Leadership Fellows and Certificate (GLFC) Program, which is a joint effort by IA and the Languages and Cultures department to increase participation in and awareness of internationalization both here on campus and abroad. The GLFC program may also partner with the Peace Corps and US Department of State's Critical Language Scholarship in the future, fostering stronger partnerships with and awareness of UCCS at not only the campus level but also the state and federal levels.

The office looks forward to continuing to build on the successes of this year, as well as strengthening areas of improvement, as we move into the 2020-2021 academic cycle.