



College of Information
and Communications

STRATEGIC PLANNING REPORT 2021

Executive Summary

The College of Information and Communications is a key contributor to the University of South Carolina and to the state of South Carolina's economic development. We leverage state and federal resources to provide quality teaching, research, and service throughout the state and nationally.

Our primary objectives for 2020–2025 are to strengthen the academic community and the college infrastructure, and to establish the college as an acknowledged leader in data, media, and society.

At the end of this **first year**, we have made good progress in these goals by doing the following:

Strategic Priority 1: Strengthen the academic community

- Increasing resources and activities for career development
- Increasing number of and access to courses
- Appointing an Associate Dean for Academic Affairs to oversee and execute relevant curricular matters and developments
- Increasing quality of timely internal communications

Strategic Priority 2: Strengthen the college infrastructure

- Making progress to develop and execute a plan to increase iSchool undergraduate enrollment
- Appointing an Associate Dean for Research to execute and oversee development of an external funding plan
- Making progress on a plan for the development office with clear deliverables and milestones
- Clarifying and communicating clear CIC organizational charts, organizational roles and responsibilities, and creating a college Handbook

Strategic Priority 3: Establish the college as an acknowledged leader in data, media, and society

- Finalizing a dual master's degree program and other programs with National Cheng Chi University in Taiwan

These accomplishments position the CIC to deliver on the long-term strategic vision of the CIC as “a model of interdisciplinary and experiential learning, honing the practices and applications that foster innovation and promoting civic engagement.”

We recommend that in the 2021-2022 academic year the CIC focus keenly on

- Promotion of the Social Media Insights Lab within the university environment,
- Increasing enrollment in the iSchool undergraduate degree program,
- Continue grant funding and interdisciplinary research collaboration, and
- Connect with local businesses

in addition to the other noted Year 2-4 tasks.

Innovation and strategic partnerships remain critical to attaining the CIC mission and to our role as an academic unit of the University of South Carolina. Over the past year, we have realized new partnership opportunities to better position efforts to address a myriad of new challenges our students, faculty, staff, and alumni are facing. We continue to monitor and improve with a focus on the three priorities from the CIC strategic plan.

Kim M. Thompson | Brooke McKeever | Dora Stryffeler | Brett Robertson | Darin Freeburg | CJ Faulk

Year 1 Status on Tasks (AY20-21)

Task Accomplished
Work in Progress
Needs More Attention

Strategic Priority 01: Strengthen academic community				
Objective	Focus on students: Increase students' opportunities for learning, both in the classroom and through experiential means; build diversity, equity, and inclusion; and support students' career aspirations			
Task	Description	Owner	Year	Status
01.01.01	Increase resources and activities for career development and placement	AD SS	1	Task Accomplished
01.01.02	Increase number of and access to courses	AD AA	1	Task Accomplished
01.01.05	Appoint an Associate Dean of Academic Affairs to oversee and execute relevant curricular matters and development	Dean	1	Task Accomplished
Objective	Focus on leadership: Build trust through clear and frequent communication			
Task	Description	Owner	Year	Status
01.05.02	Increase quality of timely internal communications	Dean	1	Task Accomplished
Strategic Priority 02: Strengthen the college infrastructure				
Objective	Increase student enrollment and maintain or enhance student academic and demographic profile			
Task	Description	Owner	Year	Status
02.01.01	Develop and execute a plan to increase ISchool undergraduate enrollment	DIR	1	Work in Progress
Objective	Increase funding efforts to support the college's programs and initiatives			
Task	Description	Owner	Year	Status
02.02.03	Appoint an Associate Dean of Research to execute and oversee development of an external funding plan	AD R	1	Task Accomplished
02.02.06	Create a plan for the development office with clear deliverables and milestones	DOD	1	Task Accomplished
Objective	Clarify and continuously reinforce the college organizational design			
Task	Description	Owner	Year	Status
02.03.01	Clarify and communicate clear college organizational chart	AD AF	1	Task Accomplished
02.03.02	Clarify and communicate organizational roles and responsibilities	AD AF	1	Task Accomplished
02.03.03	Create a college handbook	AD AF	1	Task Accomplished

Strategic Priority 03: Establish the college as an acknowledged leader in data, media and society

Objective 03.01	Actively seek opportunities to collaborate with other educational areas of the University of South Carolina			
Task	Description	Owner	Year	Status
03.01.04	Create a plan to promote university use of the Social Media Insights Lab	DSP	1	
Objective 03.05	Increase number of international partnerships and initiatives			
Task	Description	Owner	Year	Status
03.05.01	Finalize dual master's degree program and other programs with National Cheng Chi University in Taiwan	AD AA	1	

Strategic Plan 2020-2025, with Supportive Data

Task Accomplished
 Work in Progress
 Needs More Attention

Strategic Priority 01: Strengthen academic community				
Objective	Focus on students: Increase students' opportunities for learning, both in the classroom and through experiential means; build diversity, equity and inclusion; and support students' career aspirations			
Task	Description	Owner	Year	Status
01.01.01	Increase resources and activities for career development and placement	AD SS	1	<ul style="list-style-type: none"> Increased workshops (resume, LinkedIn, interviewing, etc.) Increased diversity among employment opportunities (moved from mainly Broadcast/Multi-Journalism focused to include opportunities for all majors) Updated website accessibility (examples of resumes, internship for credit, student centered, FAQs) Increased outreach to students and employers Established more iSchool opportunities (career resources, resume-building resources, employer relationships) Employer tabling opportunities (pre-Covid in SJMC building) Expanded job/internship outside of the southeast (NYC, Atlanta, DC, Charlotte) Developed symposium for Career Fair Virtual Career Fair Feb 2021
01.01.02	Increase number of and access to courses	AD AA	1	<ul style="list-style-type: none"> SJMC bottlenecks resolved (OYT, scheduling changes) 30 new courses approved by university 33 courses approved for online delivery (change from F2F-only) Media Innovation Academy and Digital Media Academy summer offerings 2021
01.01.03	Increase number of and access to experiential learning opportunities	AD AA	2	<ul style="list-style-type: none"> Study Away (Atlanta Circus, Maymester 2021) Study Abroad (Barcelona plans for June 2022; re-starting Munich and other Study Abroad programs for Maymester and Summer 2022)

				<ul style="list-style-type: none"> 8 JOUR and 2 SLIS approved CIEL Courses
01.01.04	Increase student body diversity to reflect the state's communities	AD DEI	4	<ul style="list-style-type: none"> Black student enrollment in the CIC is 9% according to 2020 data, the only underrepresented group whose percentage is less than the diversity representation in the community In 2021 CIC posted position to hire an undergraduate student recruiter to assist the college in meeting its underrepresented student enrollment goals Clafin 4+1 program broadens pipeline for diversity in graduate programs
01.01.05	Appoint an Associate Dean of Academic Affairs to oversee and execute relevant curricular matters and development	Dean	1	<ul style="list-style-type: none"> Kim Thompson Acting Associate Dean for Academic Affairs as of August 2019 Preparations for permanent hire via internal process in 2022
01.01.06	Set and maintain explicit and aggressive standards regarding retention and time to graduation	AD SS	2	<ul style="list-style-type: none"> 92.6% 1st year retention rate (highest at the university) 86.4% 6-Year undergraduate graduation rate (highest at the university) ADSS and Student Advisor Coordinator met with sequence heads to discuss: course shortfalls, enrollment in majors, communicate current/future issues, accessibility to courses Senior Semester made accommodations in 2021 to solve issues for SP21 grads and future graduates of Journalism Student Services created new processes/forms to assist students with registering Eliminated application for upper division to eliminate a barrier to students graduating on time Actively searching for a new advisor/recruiter to make advisors caseloads manageable and allow for more student interaction Made updates to DegreeWorks to make it easier to understand; needs improvement on iSchool side Expanded courses offerings Made requirements more accessible in times of need (2020 internships)

Objective 01.02	Focus on faculty: Provide incentives for scholarship and creative activity, increase diversity, and facilitate professional growth					
Task	Description	Owner	Year	Status		
01.02.01	Enhance support for research and creative scholarship	AD R	2	<ul style="list-style-type: none"> • Completed Biometrics and User eXperience (BaUX) Lab, with physical renovations to the space, and installation of hardware and software • Continued support for the Social Media Insights Lab, with personnel and new license with Brandwatch Consumer Research • CIC Grants in 2019 and 2021 (2019: \$44,075 awarded; 2021: in process) • Pivot workshop in fall 2020; "Finding Funding" video posted on internal CIC site • Meet & Greet with Nursing in fall 2020 and joint grant with Nursing in 2021 • Created Advisory Council to provide ideas and feedback re: support and launched survey to gather feedback from faculty in 2020 and 2021 • Found contract grant writer/editor, Pam Weiss, and shared info with College. She can help provide support for faculty applying for large grants • Created Grants FAQ, which is posted on College internal site 		
01.02.02	Increase faculty diversity to better reflect the student body and the community	AD DEI	4	<ul style="list-style-type: none"> • CIC Black faculty representation increased from 4% in 2018 to 11% in 2020. Although one faculty member was lost due to early retirement, the CIC will gain three Black faculty members and one Latinx faculty member in 2021 because of a successful cluster hire • Other faculty of color representation meets or exceeds the percentage of students and community 		
01.02.03	Provide, encourage and facilitate opportunities for professional growth	DIR	4	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; background-color: #e0ffe0;"> SJMC Funding for Professional Growth (2019-2020) <ul style="list-style-type: none"> • Professional association fees--\$768 • Courses, workshops, etc.--\$4,848 • Creative projects--\$1,500 </td> <td style="width: 50%; background-color: #fff9c4;"> iSchool Funding for Professional Growth (2019-2020) <ul style="list-style-type: none"> • Sent two faculty to ALISE Leadership Academy </td> </tr> </table>	SJMC Funding for Professional Growth (2019-2020) <ul style="list-style-type: none"> • Professional association fees--\$768 • Courses, workshops, etc.--\$4,848 • Creative projects--\$1,500 	iSchool Funding for Professional Growth (2019-2020) <ul style="list-style-type: none"> • Sent two faculty to ALISE Leadership Academy
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				<p>SJMC Funding for Professional Growth (2020-2021)</p> <ul style="list-style-type: none"> Professional association fees--\$1,728 (125% increase) Courses, workshops, etc.--\$905 (81% decrease) Creative projects--\$1,200 (20% decrease) Research--\$2,500 	
Objective 01.03	Focus on staff: Provide opportunities for involvement in decision-making, increase diversity and facilitate professional growth				
Task	Description	Owner	Year	Status	
01.03.01	Increase staff involvement in decision-making	AD AF	2	<ul style="list-style-type: none"> In 2019 created Staff Advisory Council-meets quarterly to share concerns, dean asks opinions, dean shares updates, Staff included on committees, Dean checks in with staff through meetings and informally, increase Staff meetings (monthly) In 2019 initiated college-wide staff meetings 	
01.03.02	Increase staff diversity to better reflect the student body and the community	AD DEI	4	<ul style="list-style-type: none"> The CIC staff, including senior administrators, is 73% female and 31% Black and 3% American Indian In 2019 the CIC created one of the University's first staff councils to improve staff professional development and participation in CIC governance 	
01.03.03	Provide, encourage and facilitate opportunities for professional growth	AD AF	3	<ul style="list-style-type: none"> Professional Development funds allocated for Staff to attend conferences, trainings, workshops, courses (whether in person or virtual) CIC Impact Award (for staff, Spring 2020 and 2021) 	
Objective 01.04	Focus on alumni: Expand the alumni network and strengthen ties with more alumni through meaningful contact				
Task	Description	Owner	Year	Status	

01.04.01	Develop and execute task-specific relationship-building programs	Alum	2	<ul style="list-style-type: none"> • Career Services: increased contact (Maymester trip), invited/led workshops throughout semester and Career Fair workshops, invited/led informal meetings (CapGemini; Colonial Life) • DOD: alumni advisory councils, Give4Garnet (success!), alum-mentor program (80 alumni pairing with students, so many interested had to cap to be only upperclassmen)
01.04.02	Create a multi-directional alumni network and increase contact frequency	Alum	3	<ul style="list-style-type: none"> • Career Services: sent surveys/post-grad emails to engage, developed social media groups (FB, LinkedIn) • DOD: hiring alumni relations coordinator (paused during COVID, hopeful for next academic year); working on e-messaging to alumni
Objective 01.05	Focus on leadership: Build trust through clear and frequent communication			
Task	Description	Owner	Year	Status
01.05.01	Increase transparency in policies, practices and decision-making processes	Dean	2	<ul style="list-style-type: none"> • Directors and Dean are forthcoming on need-to-know basis for funding decisions • Director-led allocation of budgets for Sequence/Program Coordination (e.g., graduate student support, purchases of equipment, student travel funds)
01.05.02	Increase quality of timely internal communications	Dean	1	<ul style="list-style-type: none"> • CIC Friday Updates by Dean • Faculty, staff noted 76% satisfaction with CIC communication on Climate Survey 2020
Strategic Priority 02: Strengthen the college infrastructure				
Objective 02.01	Increase student enrollment and maintain or enhance student academic and demographic profile			
Task	Description	Owner	Year	Status
02.01.01	Develop and execute a plan to increase iSchool undergraduate enrollment	DIR	1	<ul style="list-style-type: none"> • BSIS committee worked with Kennedy & Co. on marketing plan (Sp 20) • Significant changes to BSIS program of study designed in 2019-2020, submitted for approvals September 2021

				<ul style="list-style-type: none"> In 2021, working on developing "cheat sheets" for advising/career/recruiting; in process of making changes to website In 2021, working to hire undergraduate advisor/student recruiter. The recruiter will help recruit for all majors, but especially the BSIS program. 	
02.01.02	Develop and execute a plan to increase SJMC graduate enrollment	DIR	2	<ul style="list-style-type: none"> Approval and launch of accelerated Master of Mass Communication (MMC) graduate degree Approval and launch of online MMC program MOU and launch of National Chengchi University, Taiwan dual master's program MOU and launch of Clafin University 4+1 program Enrollment increases in all SJMC graduate programs from 2019-2021 	
02.01.03	Make a decision on instituting SJMC online and/or hybrid graduate degree offerings	DIR	2	<ul style="list-style-type: none"> MMC online offering live and active as of 2020 Health Communication Certificate in discussion about 100% online (joint SJMC, iSchool, Arnold School of Public Health program) 	
02.01.04	Create professional training and executive education, including experimental offerings	DSP	3	<ul style="list-style-type: none"> New trainings "road shows" are underway, including for high school students, some in CLT 	
02.01.05	Develop and execute a plan to increase UofSC non-CIC student enrollment	AD AA	2	<ul style="list-style-type: none"> Carolina Core: iSchool and JOUR courses--planning underway Added JOUR and SLIS courses to Walker Institute CyberIntelligence program Social Media and Mass Communications minor approved (Sp21) Sports Media minor approved 	
Objective 02.02	Increase funding efforts to support the college's programs and initiatives				
Task	Description	Owner	Year	Status	
02.02.01	Position college to take advantage of the	DIR	2	SJMC	iSchool

	university's new budget model			<ul style="list-style-type: none"> Developed 3 new large-enrollment courses for non-majors (JOUR 285 Social Media and Society; JOUR 391 Sports Media and Society; JOUR 452 Photojournalism) Social Media and Mass Communications minor (approved for Sp21) Sports Media minor (approved for Sp21) 	<ul style="list-style-type: none"> Kennedy & Co. review of BSIS program for suggestions for more marketability (Sp21) Revised Advance Graduate Certificate in Library and Information Science to Certificate in Specialized Study in Information Science Created track for Certificate in Equity, Diversity, and Inclusion Developed iSchool cohort programs with South Carolina K-12 schools and public libraries
02.02.02	Develop a plan to increase external funding for research initiatives	AD R	2	<ul style="list-style-type: none"> Plan developed based on university strategic plan Shared with leadership team and advisory council for feedback Will continue to edit and share at CIC Retreat in August 2021 	
02.02.03	Appoint an Associate Dean of Research to execute and oversee development of an external funding plan	AD R	1	<ul style="list-style-type: none"> Brooke McKeever as Acting Associate Dean Research as of August 2019 Preparations for permanent hire via internal process in 2022 	
02.02.04	Develop and execute a plan to enhance and incentivize CIC interdisciplinary research	AD R	3	<ul style="list-style-type: none"> Plan developed based on university strategic plan; shared with leadership team and advisory council for feedback Will continue to edit and share at CIC Retreat in August 2021 	
02.02.05	Build internal awareness of college scholarship, research and creative activity	AD R	2	<ul style="list-style-type: none"> Monthly Research Round-ups - improved process in 2019-21 Higher mean scores on "internal communication" from faculty surveys ($M=3.40$ in 2020; $M=4.38$ in 2021) Comms team submits research spotlights for UofSC Today; we started tracking in 2021 	

				<ul style="list-style-type: none"> • Story on CIC research on misinformation ran university-wide in spring 2021, featuring faculty from across the College; it appears on CIC Research web page now Collaborative events with units like Nursing and AI Institute also help with awareness within the university
02.02.06	Create a plan for the development office with clear deliverables and milestones	DOD	1	<ul style="list-style-type: none"> • CIC Annual Development plan includes, for example: <ul style="list-style-type: none"> ○ Top 5 Overall Priorities (not necessarily) Fundraising ○ Top 5 Fundraising Priorities ○ Big Ideas (e.g., study away accessibility; strategy to combat misinformation) ○ Top 5 and Next 5 Solicitations to Close in FY22 for the College/School/Unit ○ What 3 Things Central Development Can Do to Help with Fundraising
Objective 02.03	Clarify and continuously reinforce the college organizational design			
Task	Description	Owner	Year	Status
02.03.01	Clarify and communicate a clear college organizational chart	AD AF	1	<ul style="list-style-type: none"> • Completed a CIC Handbook (2019), updated annually
02.03.02	Clarify and communicate organizational roles and responsibilities	AD AF	1	<ul style="list-style-type: none"> • Completed, but needs to be updated, discussed bi-annual updates with Brytnee
02.03.03	Create a college handbook	AD AF	1	<ul style="list-style-type: none"> • Completed 2019; revised 2020; being reviewed and updated SU2021, available on website
Objective 02.04	Establish and promote joint degrees			
Task	Description	Owner	Year	Status
02.04.01	Create and promote degrees, certificates and	AD AA	3	<ul style="list-style-type: none"> • Certificate in Data and Communications in queue for Fa21 approval • MS in Data and Communications in queue for Fa22 approval

	minors in Data and Strategic Communications			<ul style="list-style-type: none"> • BSIS revisions to become BS Data and Information Science
02.04.02	Make a decision on instituting a joint Ph.D. degree	AD AA	2	<ul style="list-style-type: none"> • Data collected and discussion in process

Strategic Priority 03: Establish the college as an acknowledged leader in data, media and society

Objective 03.01	Actively seek opportunities to collaborate with other educational areas of the University of South Carolina			
Task	Description	Owner	Year	Status
03.01.01	Collaborate with the College of Engineering and Computing on AI	AD R	2	<ul style="list-style-type: none"> • Hosted a research session with AI Institute in spring 2021 • Hosted College of Engineering in Biometrics lab in fall 2020 • Attended meeting with Engineering and NCCA about possible future collaboration with UofSC; we are part of continued talks via Mike Matthews and Amit Sheth
03.01.02	Continue to collaborate with Public Health and Education	AD R	2	<ul style="list-style-type: none"> • Individual faculty are collaborating with faculty in public health and education on grants. Health Comm Certificate is another area of collaboration among schools. • SMIL works with Education on social media monitoring
03.01.03	Develop at least two additional cross-university collaborations on data-related matters	AD R	4	<ul style="list-style-type: none"> • Individual faculty (Amir Karami) working with Big Data Health Sciences Center • Newly developing relationships with Engineering and Nursing could lead to further collaborations • We have also talked about cross-university collaboration on a university center, but have not heard more about when/whether that funding will be available • New faculty hired related to Data, Media & Society
03.01.04	Create a plan to promote university use of the Social Media Insights Lab	DSP	1	<ul style="list-style-type: none"> • Developing new trainings, more clients, including university • Goal to work with athletics • Tourism study that will be taken to governor's office, the state PRT, and commercial agencies that may lead to new clients and relationships

				<ul style="list-style-type: none"> • Hire a data journalist to work with the lab and open other opportunities
03.01.05	Pursue university-wide cross-disciplinary grant funding initiatives	AD R	2	<ul style="list-style-type: none"> • Three ASPIRE grants funded in 2021, including four CIC faculty working with faculty in public health and nursing • CIC faculty are also part of university wide initiatives that have been internally and externally funded, such as the Big Data Health Sciences Center and the Prevention Research Center • Meeting with College of Engineering, NCCA, and others may lead to university-wide partnership and funding as well
Objective 03.02	Actively seek opportunities to collaborate with external organizations and individuals, especially to assist communities, physical or virtual, in developing the information and data tools they may need to help democracy flourish in a digital world			
Task	Description	Owner	Year	Status
03.02.01	Create at least two collaborations with external media organizations	DSP	3	<ul style="list-style-type: none"> • Working with local agencies to create a report on SC and tourism • Local media struggles to understand the lab
03.02.02	Create at least two information-related initiatives with external businesses	DIR	3	<ul style="list-style-type: none"> • Social media monitoring program with Chernoff Newman agency (Social Media Insights Lab)
03.02.03	Develop advisory councils and fellows programs at the school/college levels	DIR	2	<ul style="list-style-type: none"> • Dean’s Leadership Advisory Council established in 2019 with over 30 members representing interests of both Schools • iSchool: Recruited 6 iSchool fellows who will provide input on curriculum, assist with research, advise faculty and students, and serve as guest speakers for classes. iSchool Diversity Council (NC, CC). • SJMC In progress. Covid delayed some plans to meet. Director has been trying to connect with members of the Board to prepare for a Board meeting in October 2021.
Objective 03.03	Expand use of and access to labs and other technical resources students in both iSchool and SJMC need to excel in academics and research			

Task	Description	Owner	Year	Status
03.03.01	Expand use of and access to the Social Media Insights Lab	DSP	2	<ul style="list-style-type: none"> • New faculty liaison, speaking to classes, getting connected to academic research • Plans to hold open house in Fa21
03.03.02	Complete, clearly define the purpose of and promote use of the new research lab	AD R	2	<ul style="list-style-type: none"> • Added information about biometrics lab to CIC website; developed protocol for faculty to reserve lab and shared with faculty and put on internal site • Adding GA to lab again in fall 2021; may invite biometrics researcher to campus in 2021-2022 • Offering more trainings for faculty on iMotions in 2021-2022 • CIC hosted Nursing, Engineering and NCCA in Biometrics lab, which is a form of promotion. May send info about labs via research listserv in 2021-22 • Taylor Wen has also spoken about our lab at external, national conferences
Objective 03.04	Strengthen internal and external communications and outreach			
Task	Description	Owner	Year	Status
03.04.01	Create and execute a plan to increase external visibility of the college on campus and beyond	Comms	2	<ul style="list-style-type: none"> • Billboard campaign promoting literacy, alumni, grad programs, graduates, etc. • Collaborated w recruiter to promote new online degrees and grad programs across social media platforms (resulting in increased interest) • Supported faculty <i>The Conversation</i> publications (4 pieces in 2020, 1 for 2021). Total CIC Conversation reads: 140,003
03.04.02	Take specific steps to further refine and promote a unique college brand	Comms	2	<ul style="list-style-type: none"> • Fake News efforts (publishing children's book; Cooke and Walker Fake News event; CIC Conversations); Collaborated with UofSC to increase visibility of these Fake News efforts • Amplified all social media channels, incl establishing a fun family brand through humor videos, dean appearances, engagement with posts, student experience, etc. • Fanny-pack fundraiser • Growing organic Instagram content; followers have increased

				<ul style="list-style-type: none"> Worked with kglobal to further define our messaging and brand identity (ongoing)
03.04.03	Showcase faculty scholarship and creative initiatives	AD R	2	<ul style="list-style-type: none"> Improved internal communication about research and increased communication about our research within university (as noted above) as well as on social media (working with Comms team). Started redesigning research pages on CIC website (more to come in summer 2021). CIC grant panel in spring 2021 showcased research internally; planning more events for fall 2021 Discussion of creating CIC research-focused listserv, but not sure we have audience, etc.
03.04.04	Sponsor events at professional and academic meetings/conferences	DIR	2	<ul style="list-style-type: none"> In process for 2021-2022 (post pandemic)
Objective 03.05	Increase number of international partnerships and initiatives			
Task	Description	Owner	Year	Status
03.05.01	Finalize dual master's degree program and other programs with National Cheng Chi University in Taiwan	AD AA	1	<ul style="list-style-type: none"> Students enrolling as of 2020
03.05.02	Take specific steps to further develop international partnerships and initiatives	AD AA	4	<ul style="list-style-type: none"> Songang relationship (maintained) NCCU relationship (maintained) NCHU relationship (maintained)