

# Annual Report

AY 2021-2022



**USF World**  
UNIVERSITY of SOUTH FLORIDA



[usf.edu/world](https://usf.edu/world)

# International Points of Pride

## Fulbright Scholar Program



Top 10 Producer  
2015-2022

## Peace Corps

USF is a  
**TOP PEACE CORPUS**  
Volunteer-Producing Institution



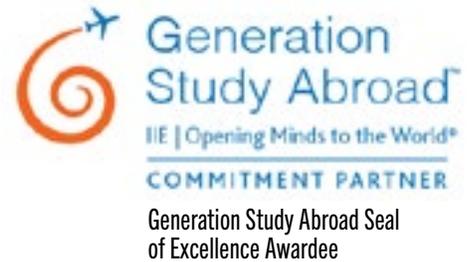
Peace Corps Prep Program Est. Fall 2017

**#2** Among Graduate Volunteers

**#25** Among Undergraduate Volunteers



## Education Abroad



2019 IIE Andrew Heiskell Award for Innovation in International Education for Access & Equity in Study Abroad Programming



Diversity Abroad's 2017 Excellence in Diversity & Inclusion in International Education Award

## Special Recognition



2019 APLU Award for Global Learning, Research & Engagement



Times Higher Education University Impact Rankings ranked USF 3rd in the U.S. and 30th in the World based on the UN's Sustainability Goals.



2013 Senator Paul Simon Award for Campus Internationalization

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# USF World

## The gateway to global engagement

The University of South Florida's mission as a global, research university includes a deep commitment to addressing the greatest challenges facing communities across the world, through impactful research and a dedication to student learning that prioritizes intercultural awareness and global literacy.

USF World leads the university's global engagement across its three campuses by providing resources and services that empower members of the university community to function as global leaders and stewards and by promoting global education opportunities and mobility that support the success of a talented faculty and student body. USF has established itself as a leader among higher education institutions for ensuring access to global learning opportunities for all students, the global diversity of its student body, and international research partnerships that produce positive societal outcomes.

USF World plays a vital role promoting the University's global reputation for excellence in student learning, research and innovation, and community engagement.

### USF World Operations



## Vision

USF World envisions comprehensive and sustainable globalization that prioritizes innovation through:

- high impact research and scholarship,
- globally informed knowledge generation,
- and events and programs that bridge geographical, cultural, and political boundaries.



## Mission

USF World's mission is to support and advance the globalization of USF's campuses and curriculum through:

- inbound and outbound student and faculty global mobility,
- mutually beneficial international partnerships,
- accessible global learning for all students and faculty,
- and meaningful engagement with the global community across the Tampa Bay region and beyond.

# Welcome Message

## USF World Vice President, Dr. Kiki Caruson



The University of South Florida is proud of its reputation as one of the top universities in the nation for global engagement among students. USF remains the No. 1 destination in the State of Florida for international student enrollment and is ranked among the top 20 universities nationally for students studying abroad, according to the [Open Doors® 2022 Report on International Educational Exchange](#).

During 2022, USF World continued to invest in global opportunities for students, faculty, staff, and community members. In particular, we sought to deepen existing international partnerships and expanded new opportunities for collaboration here at home and abroad.

I am especially proud to announce the creation of the USF World Advisory Council composed of influential global leaders from across Tampa Bay's business, trade, and diplomatic sectors. The Council's objectives include: advocating for USF World and its constituent units; enhancing USF World's connections and collaborations within the local community and abroad; contributing to Tampa Bay's economic development, diplomatic, and other globally-oriented initiatives; and strengthening the financial resources of USF World, including new sources of funding for study abroad scholarships and international student support. A profile of the Council's vice-chair, Lynne Platt, is included on page 31.

This year we also launched a new International Community Relations unit within USF World to expand services, resources, and outreach to the university community, diverse globally-oriented businesses, non-profits, and innovation and enterprise leaders across the region. Learn more about this strategic investment on page 30 of this report.

USF World supports an interconnected, worldwide community of students, researchers, faculty, entrepreneurs, business leaders, artists, diplomats, and alumni living and working across the globe. The constellation of Global Networks managed by USF World bring together both alumni and friends of USF who share a cultural, personal, or professional affinity to a country, region, or part of the world. Traditional alumni chapters have now become interconnected networks, and in the 2021-2022 academic year, USF World launched Networks for Brazil, Colombia, India, and Saudi Arabia during International Education Month. Read more about this innovative approach to connecting globally on pages 36-37.

# Partnerships Make Great Things Happen

“

Partnerships are the engines of global engagement. They are essential to so many activities central to the mission of a university, including: high impact research and knowledge generation, student learning and access to diverse ways of thinking, faculty professional development and mobility, and opportunities for expanding our horizons – literally and figuratively. USF is indebted to our partners locally and globally. These relationships are mutually beneficial and built upon a foundation of trust and a shared vision of excellence in the academic arena. Through this report, you will find many examples of partnerships and collaborations that have enhanced our ability to provide student, faculty, staff, and the larger USF community opportunities to engage beyond our borders.”

”

**DR. KIKI CARUSON**  
VICE PRESIDENT  
USF WORLD

One of the highlights of the 2022 academic year was a 5-day visit in April from the leadership of the Universidad del Norte (UniNorte) located in Baranquilla, Colombia. UniNorte is one of USF’s premier global partners. Our distinguished visitors had the opportunity to meet with their USF counterparts and created a 4-year strategic engagement plan that includes: spring break student mobility programs, academic transfer agreements, and new ways to bilaterally promote and expand our student exchange program. This strategic partnership plan reflects academic, intercultural, and research collaborations resulting from an interdisciplinary relationship of more than 30 years.



# USF World's Impact

## Situated within USF's Strategic Plan

USF World contributes directly to the goals articulated in the USF 2022-2027 Strategic Plan. Our work reflects a dedication to strengthening the University's international reputation as a globally engaged institution committed to student success, high impact research and innovation, an environment of diversity and inclusion, and partnerships that advance global opportunities at home and abroad.

### USF Goal 1

#### Student success at USF

USF World contributes:

- Access to high caliber global learning experiences for all students
- Student enrollment in study abroad
- Programming that promotes global awareness and career readiness
- International student support from recruitment to enrollment, to graduation, and beyond



### USF Goal 2

#### Faculty excellence in research & innovation

USF World contributes:

- Incentives, support, and recognition for global research and scholarship
- Faculty Fulbright Award workshops and mentorship
- Tracking of faculty international research, travel, engagement, and awards
- Professional development opportunities for faculty interested in incorporating virtual global learning into their classrooms

## USF Goal 3

### Partnerships local, national, and global impact

USF World contributes:

- The management of high impact international, national, and community partnerships and collaborations that advance USF's global footprint and strategic goals
- The identification of opportunities for international academic articulation agreements



## USF Goal 4

### A diverse & inclusive community for learning and discovery

USF World contributes:

- The recruitment, enrollment, onboarding, and support of international students from more than 140 countries who contribute to a globalized classroom and diverse campus experience
- Accessible study abroad programming: 38% of study abroad participants are first generation in college and 32% are Pell-grant eligible
- In-person programming and virtual global experiences to enhance student access to intercultural exchange and learning

## USF Goal 5

### A strong, sustainable, and adaptable financial base

USF World contributes:

- Strategic investment in revenue generating opportunities that benefit the University and USF World operations
- Philanthropic activity in support of education abroad scholarships and the international student emergency assistance fund



# Driven by Data

## Reporting and contribution to performance metrics



Students who engage globally, either as international students at USF and/or as participants in outbound study abroad programs, enhance our campus environment by contributing to the diversity of thought within the classroom. Globally engaged students not only bring the world to our campus communities, they also contribute to key USF performance metrics and consistently perform higher than average on State of Florida benchmarks. Some of these metrics are noted below and compared across USF's international and domestic student populations. Measures come from the Association of American Universities (AAU), *U.S. News and World Report* (USNWR), State of Florida (Performance-Based Funding [PBF] and "Preeminent" designation [PMM]), and the USF Board of Trustees (Key Performance Indicators [KPI]).

### Contribution of International Students and Students Participating in Study Abroad to USF Key Performance Metrics

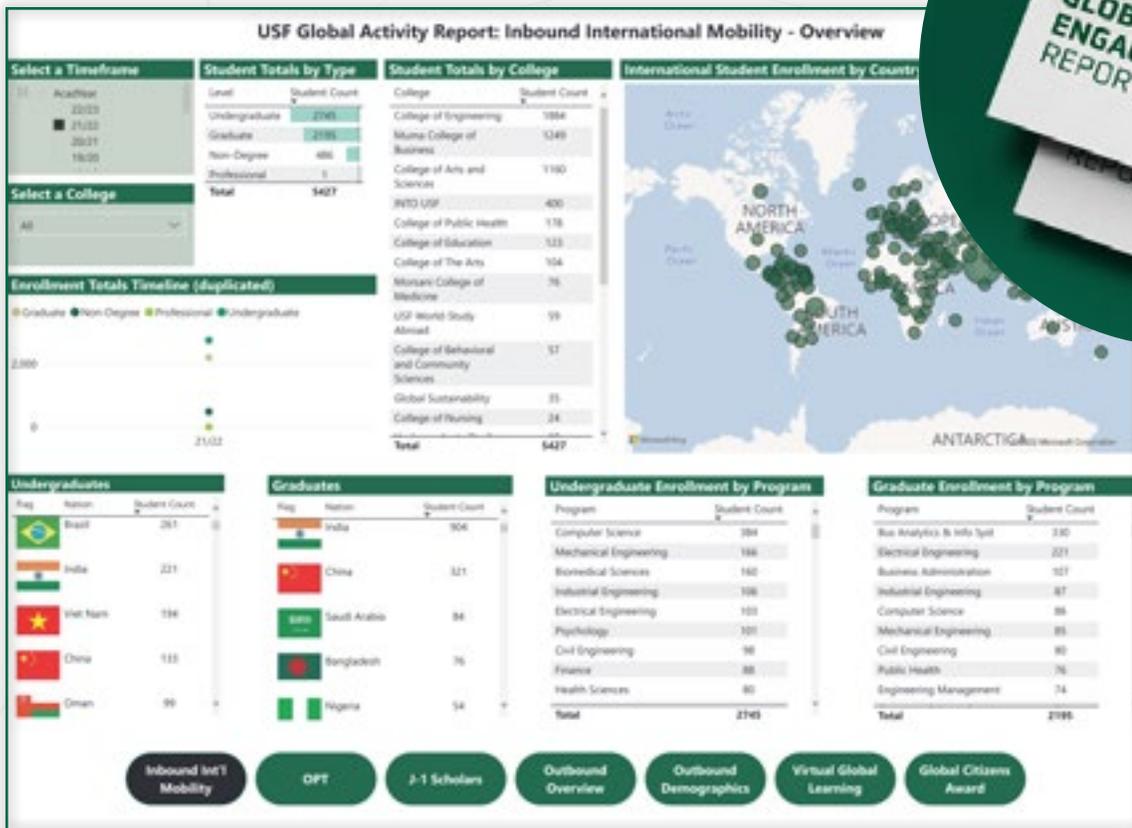
Applicable Metric Code	Performance Metric	State of Florida Public University Performance Benchmarks (2020-2021)	USF Key Performance Indicators (2020-2021)	USF International Students (2020-2021)	USF Students Who Completed Study Abroad (Credit-earning, 2020-2021)
PBF, PMM AAU	4-year Graduation Rate (FT, FTIC)	<b>50%</b>	<b>61%</b>	<b>63%</b>	<b>86%</b>
PBF, AAU, USNWR, KPI	6-year Graduation Rate (FT+PT)	<b>74%</b>	<b>74%</b>	<b>80%</b>	<b>91%</b>
USNWR, KPI	6-year Graduation Rate for Students with Pell Grant (FT)	<b>80%</b>	<b>73%</b>	---	<b>90%</b>
PBF, PMM	2-year Graduation Rate for A.A. Transfer Students	---	<b>40%</b>	<b>60%</b>	<b>51%</b>
PBF	Freshman Retention Rate (FTIC >2.0)	<b>90%</b>	<b>88%</b>	<b>91%</b>	<b>94%</b>
PBF, KPI	University Access Rate (Percentage of undergraduates with a Pell Grant)	<b>42%</b>	<b>61%</b>	---	<b>35%</b>
PBF, KPI	Percent of Bachelor's Degrees In Areas of Strategic Emphasis (STEM)	<b>50%</b>	<b>65%</b>	<b>88%</b>	<b>74%</b>
PBF, KPI	Percent of Graduate Degrees In Areas of Strategic Emphasis (STEM)	<b>60%</b>	<b>72%</b>	<b>83%</b>	---
PMM, AAU	Doctoral Degrees Awarded	<b>725</b>	<b>725</b>	<b>110</b>	---



USF has an impressive global footprint with **1,436** students, faculty, and staff traveling to **97** countries during the 2021-2022 academic year. USF World is dedicated to tracking and mapping USF’s global initiatives, programs, research, and the international mobility of faculty and students. The [Global Discovery Hub](#), an interactive online application, maps student, faculty, and institutional agreement activity. Search our listing of current institutional partnerships or survey the existing range of global activities our faculty are engaged in throughout the world, including publications with international co-authors. Students can also create international activity resumes to highlight their global achievements.

USF World supports the university's colleges in developing global engagement strategies through the creation of annual college global engagement reports. These reports provide comprehensive data evaluation of the many ways colleges demonstrate global activity including inbound and outbound student mobility summaries, faculty engagement information, and institutional partnership lists.

USF community members can access all of this information – as well as a new comprehensive USF College data dashboard – in the Reporting section of the USF World website at [www.usf.edu/world](http://www.usf.edu/world).



## Key Contact

Laurel Thomas, [Data Management](mailto:Ikthomas@usf.edu), [Ikthomas@usf.edu](mailto:Ikthomas@usf.edu)

# Student Success

## Preparing students for a global workplace

### Education Abroad Students

Studying abroad contributes to the long-term academic, personal, and professional goals of our students – whether that means traveling from overseas to pursue a degree at USF or visiting a country outside the United States through one of USF’s many mobility programs. Notably, on average 10% of study abroad students are international students who choose to further expand their global awareness while at USF.

Our **5,000+** international students, and the **1,017** students who traveled to **54** countries in 2021-2022 as part of a study abroad program, developed and honed essential career skills, such as intercultural competence, as a result of their international experience. Intercultural competence is a critical skill for students as it requires growth in other areas of competency. For example, to understand a culture different from their own, students must be able to think critically, they must be able to recognize the nuances of explicit and implicit cultural rules and norms, and most importantly, students inevitably learn to collaborate with people different from themselves.

Does studying abroad really help career readiness? Students say, yes! Most study abroad alumni point to their experience abroad as having significant impact on key job skills development and career outcomes. More than 70% of study abroad alumni say that their experience helped them develop communication skills, self-confidence, adaptability, cultural understanding, and resiliency. These are exactly the skills employers are seeking from college graduates. Furthermore, half of study abroad alumni report that studying abroad helped them obtain their first job after college.\*

This year, USF study abroad students gained important academic and career skills through experiences ranging from research diving and conservation in the waters of Union Island, physician shadowing in Florence, service learning in the Dominican Republic, dance performance in France, to human osteology and bioarcheology in Romania. Programming with USF’s exchange and affiliates partners, internships abroad, as well as research opportunities for graduate students, added options that took students to Asia, Africa, the Middle East, and Oceania.

\*See the 2017 Institute of International Education's (IIE) [Gaining an Employment Edge](#) study and Indeed's 2022 "[Why Should You Consider Study Abroad \[With 11 Benefits To Consider\]](#)" online article.



## International Students

USF is the #1 destination in Florida for international student enrollment. International students are important contributors to campus life and to the local economy. The majority graduate in STEM fields and fill critical positions in fields where there is often a deficit of American labor including computer engineers, information technology and systems experts, mathematicians, and health scientists.

International students at the USF Tampa campus alone contributed **141.8 million** dollars\* to the Florida economy, supporting **1,447** jobs in 2021. These jobs are the result of international student spending in the higher education, accommodation, dining, retail, transportation, telecommunications, and health insurance sectors.

During 2021-2022, the Office of International Services supported **1,770** USF graduates' participation in on-the-job work training through the federal Optional Practical Training (OPT) Program. OPT provides temporary work authorization for one year for international students who apply their degree expertise in a work placement post-graduation. Students who graduate in STEM majors and work in E-Verify employers may apply for an additional two years of work authorization.

\* [NAFSA International Student Economic Value Tool for 2021](#)

### Top 10 Employers for OPT students, Fall 2021

Business	Student Count	Business	Student Count
Deloitte Consulting, LLP**	56	Qualcomm Technologies, Inc.	21
CloudData Technology, LLC	31	Cummins, Inc.	17
AZTech Technologies, LLC	23	Amgen, Inc.	16
Amgen [Tampa Bay]	22	Goldman Sachs	16
Orbital Corporation of Tampa	21	Moffitt Cancer Center	16

\*\*USF is the #1 employer, at 173 students, but is excluded above.

## Key Contact

Olivier Debure, Associate Director  
[Office of International Services](#)  
 debure@usf.edu



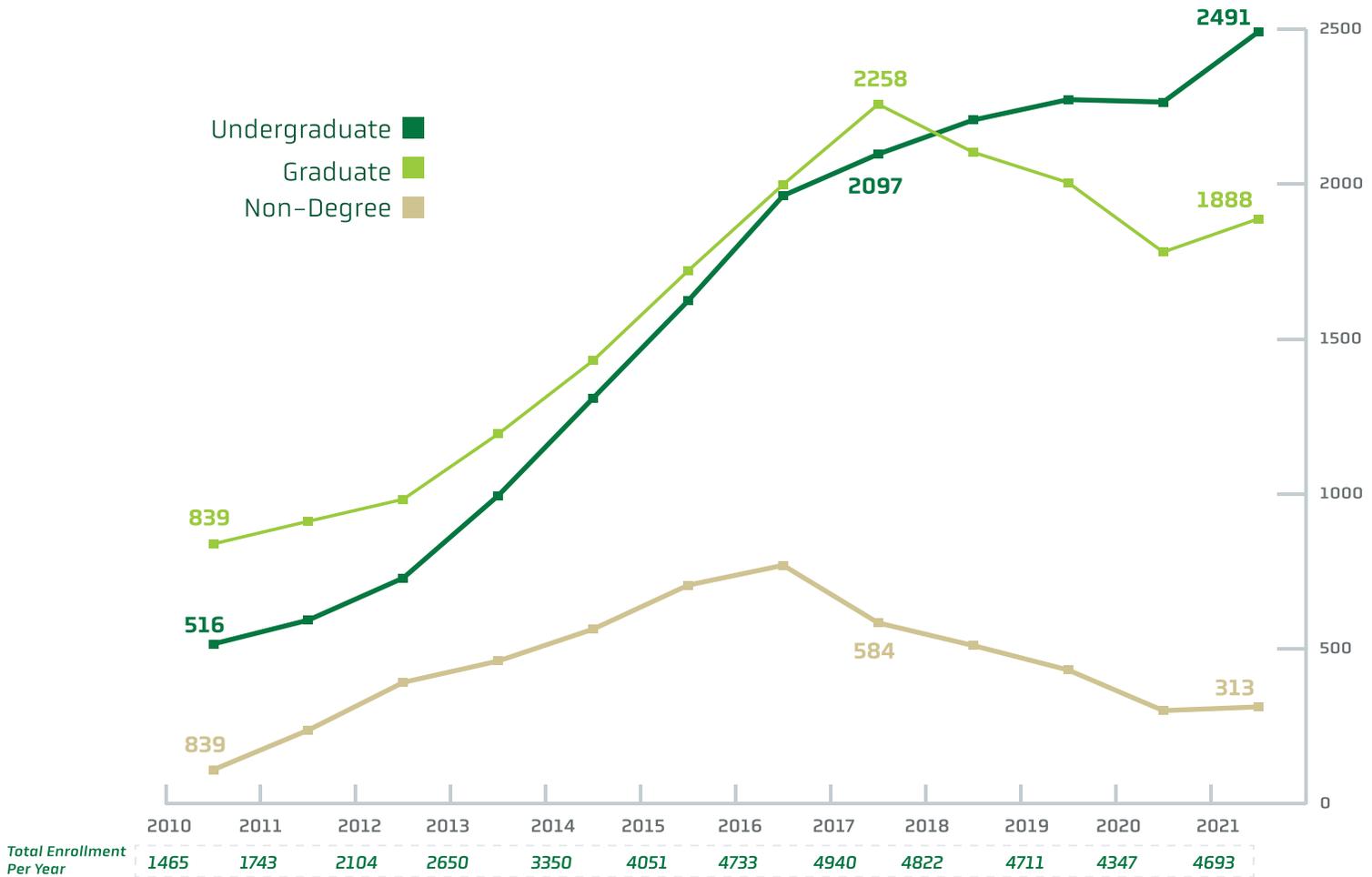
# International Student Inbound Mobility

To ensure the continued success of international students and scholars during the 2021-2022 academic year, the Office of International Services (OIS) returned to offering daily walk-in hours, while continuing to offer virtual advisor meetings and other online communication options – providing multiple avenues for student assistance. OIS supported the enrollment and immigration advising of **5,427** international students and scholars at USF this academic year.

**#1** In Florida among all institutions for international student enrollment  
*\* IIE Open Doors Report for 2021*

**#19** In the nation among public institutions for International student enrollment

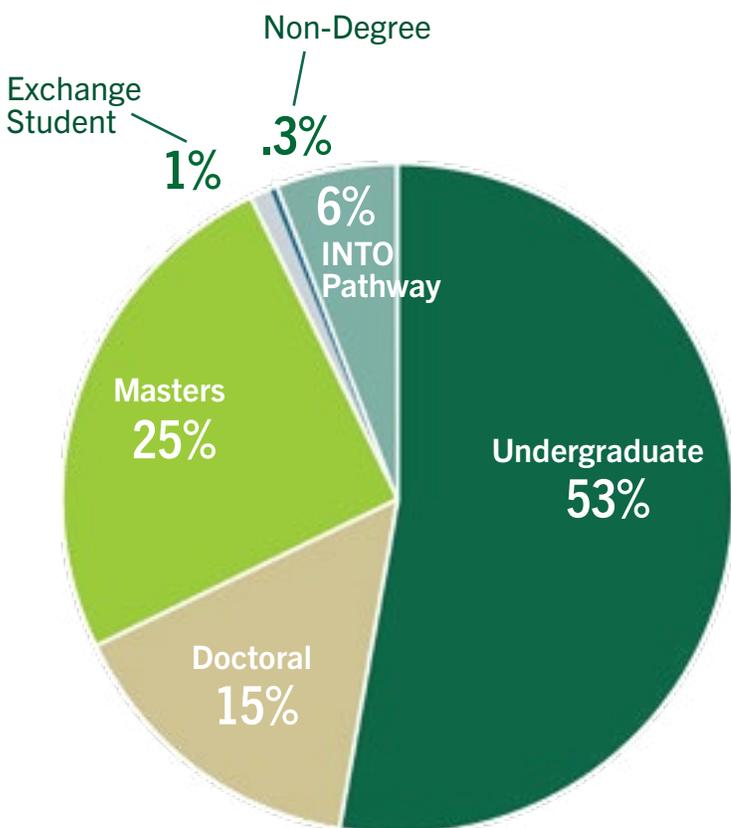
## Degree-Seeking International Student Enrollment at USF, 2010-2021



## Top 5 Countries for Fall 2021 Global Student Enrollment

Undergraduate			Graduate		
	1. Brazil	234		1. India	723
	2. India	207		2. China	297
	3. Vietnam	179		3. Saudi Arabia	77
	4. China	124		4. Bangladesh	71
	3. Oman	96		5. Nigeria	50

## Fall 2021 International Students per Academic Level



## OPT Students Served, 2021-2022

Level	Student Count
Graduate	1249
Undergraduate	520
Non-Degree	1
<b>Total</b>	<b>1770</b>

## Top Nations for OPT Students, 2021-2022

Nation	Student Count
India	938
China	103
Colombia	80
Brazil	64
Venezuela	43

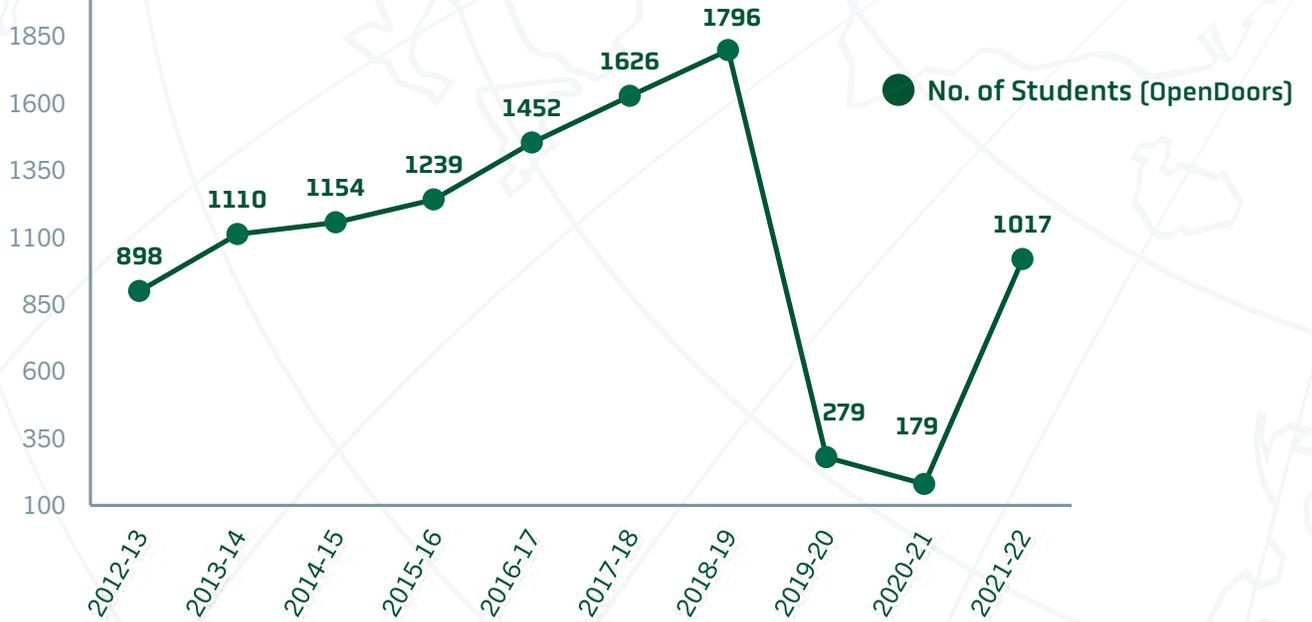
# Education Abroad Outbound Mobility

The Education Abroad office promotes global competency by supporting and creating high-impact, innovative, and accessible international experiences for students. In fact, USF has received 2 national awards for excellence in promoting diversity, access, and equity in study abroad participation.

**3<sup>rd</sup>** In Florida for number of students studying abroad

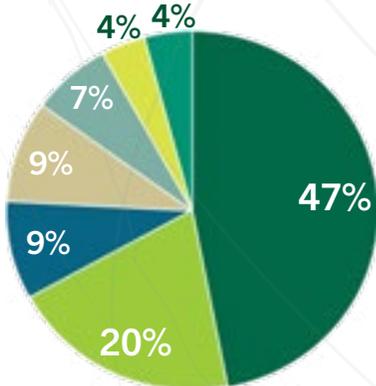
Last academic year USF experienced a solid rebound of student mobility, bringing participation closer to pre-pandemic numbers. A silver lining of the pandemic was the roll-out of virtual global education options ranging from the successful Global Tech Program to the development of virtual collaboration with peers around the world. We are especially proud that the demographic profile of students who study abroad mirrors the diversity of the USF student population as indicated in the pie charts below.

## Credit-Earning Study Abroad Enrollment

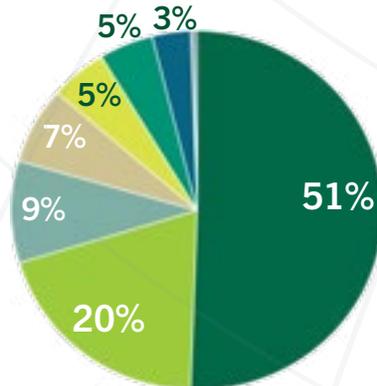


## Diverse Student Representation, 2021-2022

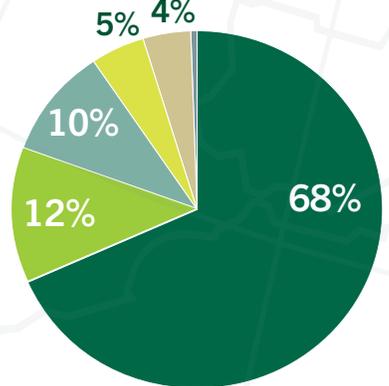
USF Student Population



USF Study Abroad



National Study Abroad



- White, Non-Hispanic
- Hispanic / Latino
- Asian
- Black, Non-Hispanic
- International Student
- Multiracial
- Race/Ethnicity Unknown

\* Less than .5% for students of Native Alaskan, Native Hawaiian, or Native American descent not pictured

**13<sup>th</sup>** In the nation among public institutions for number of students studying abroad

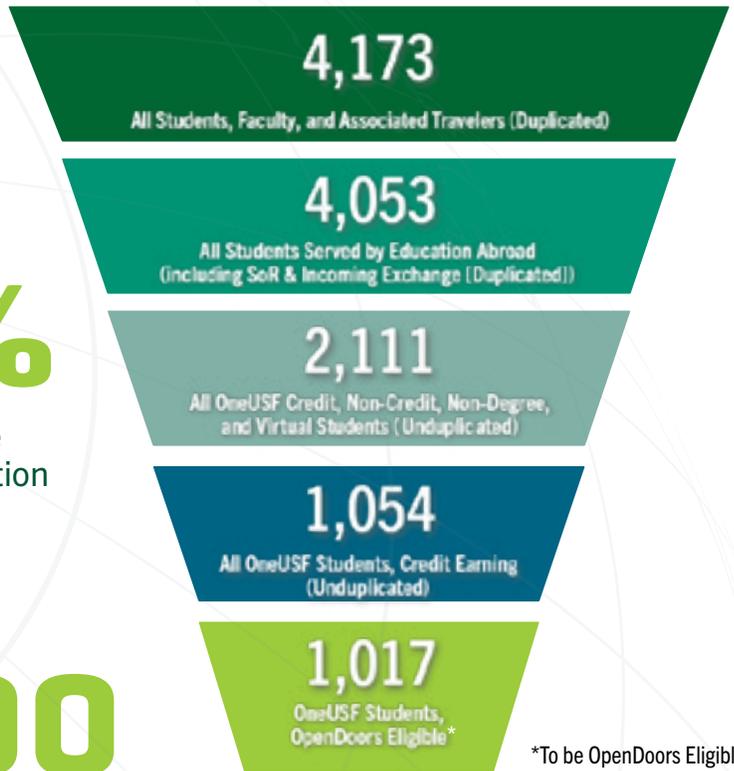
**28%** Just under a third of USF study abroad participants are "First Generation" in college students

**34%** Pell Grant-eligible student participation

**\$204,000**

Awarded via 112 scholarships to students studying abroad

**Students, Faculty & Staff Supported**



\*To be OpenDoors Eligible, a student must be a U.S. citizen

**Top Destinations**

	1. Italy	316
	2. United Kingdom	162
	3. France	78
	4. Spain	61
	5. Germany	60

**Top USF Colleges**

1. College of Arts and Sciences	524
2. Muma College of Business	210
3. College of Public Health	122
4. College of Behavioral and Community Sciences	81
5. College of Engineering	73

# Virtual Global Learning

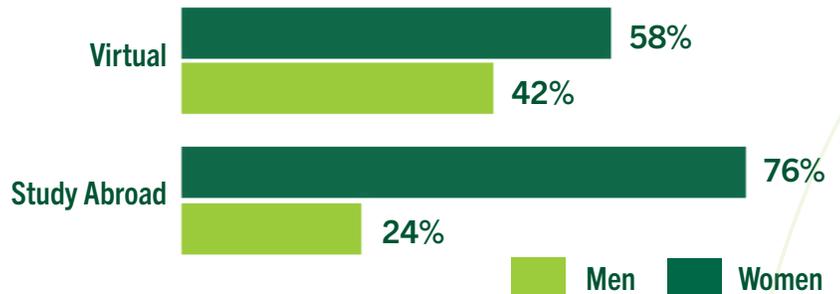
## Technologically-assisted intercultural exchange

The pandemic expedited the development of virtual global exchanges and collaborative online international learning. During the 2021-2022 academic year, **946** USF students participated in a virtual global learning experience. The online Global Tech[ology] Program allows students to learn more about data analytics, digital marketing, and coding by engaging in hands-on learning opportunities in an intercultural environment. Faculty-led Virtual Global Exchanges bring together students from USF with their peers abroad to engage in collaborative learning and research. Compared to traditional study abroad programming involving physical mobility, virtual global learning attracted more male students and more traditionally underrepresented groups as indicated in the tables below. Moving forward, virtual global opportunities will remain an important option for USF students and faculty.

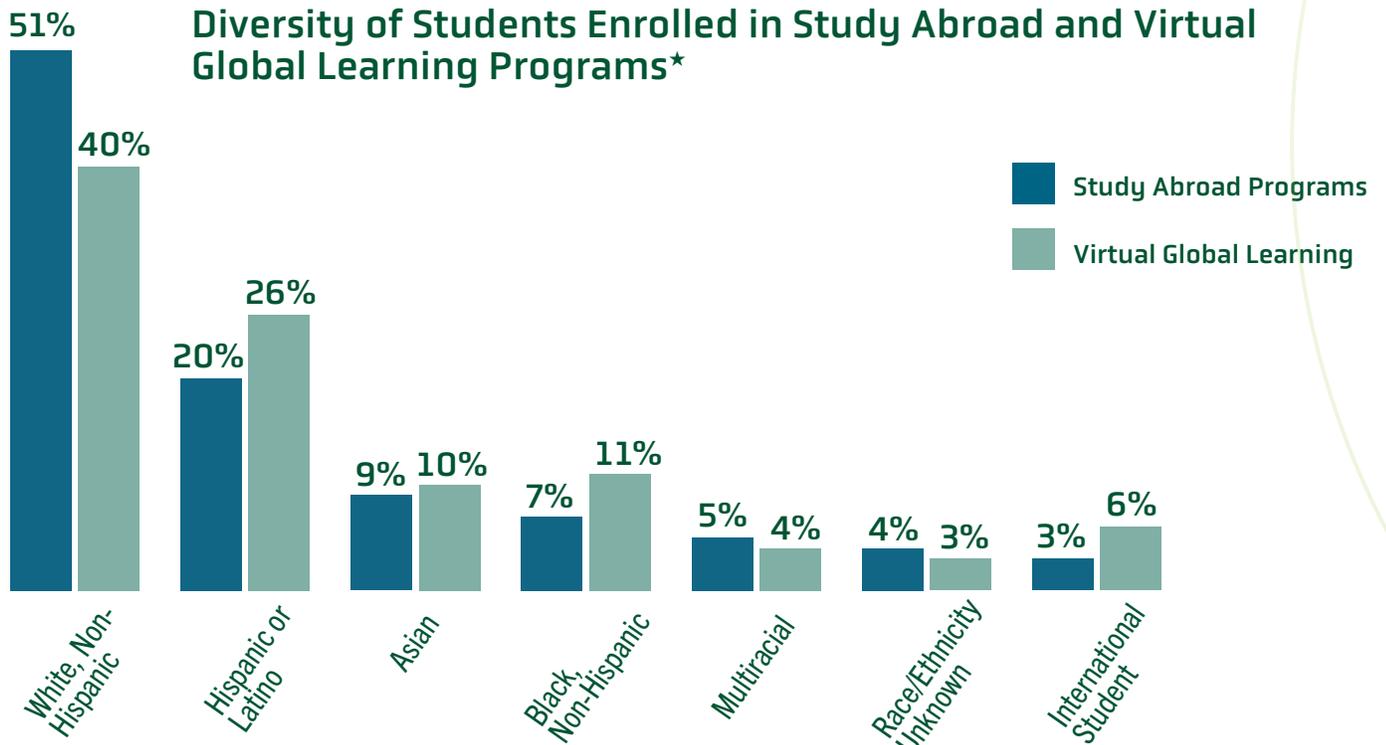
### Top Colleges for Virtual Enrollment

OneUSF College	Student Count
Arts and Sciences	380
Business	187
Engineering	125
Nursing	96

### Study Abroad and Virtual Enrollment by Gender



### Diversity of Students Enrolled in Study Abroad and Virtual Global Learning Programs\*



\* Less than .5% for students of Native Alaskan, Native Hawaiian, or Native American descent not pictured

# Virtual Global Exchange

## Linking faculty and students internationally

The internationalization of teaching extends beyond physical mobility with continued development in **Virtual Global Exchange (VGE)** programming, linking USF classrooms with those around the world. To support faculty in implementing VGE enhanced courses, Education Abroad, in cooperation with Undergraduate Studies, piloted a "plug and play" activity in three sections of the general education course: "Foundations of Interdisciplinary Knowledge and Inquiry."

Other global virtual initiatives included: the sponsorship of eight faculty and staff members to attend the International Virtual Exchange Conference, as well as a subscription to SAA 360 GLE, an interactive and immersive platform that utilizes virtual and augmented reality to enhance curriculum with global experiences. Access to SAA360 GLE remains available to any faculty, staff, or student for no additional cost through December 2023. The relationships developed through virtual programs have assisted faculty with their research and creative and scholarly works by deepening existing relationships, as well as forging new linkages.

In June 2022, a delegation of USF administrators and faculty traveled to Coventry University in the United Kingdom to learn more about their sophisticated and extensive Virtual Global Exchange (VGE)/COIL operation and programming. The goal of the visit was to connect faculty from USF and Coventry University to facilitate international collaboration. The program was organized by USF World and Coventry University's College of Business and Law. The delegation also stopped in London to visit Coventry University's London campus and to host a USF alumni event.



**The Global Citizen's Grand Challenges Program** continued as a virtual experience with thirteen USF students collaborating with peers at the University of Exeter. Grand Challenges is a hands-on project-based learning experience that allows students to collaborate in interdisciplinary groups to design innovative solutions to real-world challenges related to the 17 United Nations Sustainable Development Goals.

**Operation Global Action** gave undergraduate students the opportunity to engage in a virtual global experience associated with the United Nations Sustainable Development Goal of peace and justice (Goal #16). Nearly 500 students from USF and Universidad del Norte (Colombia) representing a variety of majors collaborated online to design solutions to challenges associated with the topic of social justice. The students met virtually over a four-week term and honed skills associated with communication, problem solving, and innovative thinking.

## Key Contacts

Rene Sanchez, Assistant Director, Education Abroad, [rene@usf.edu](mailto:rene@usf.edu)

Wendy Baker, USF World Campus Director, USF St. Petersburg, [wbaker@usf.edu](mailto:wbaker@usf.edu)

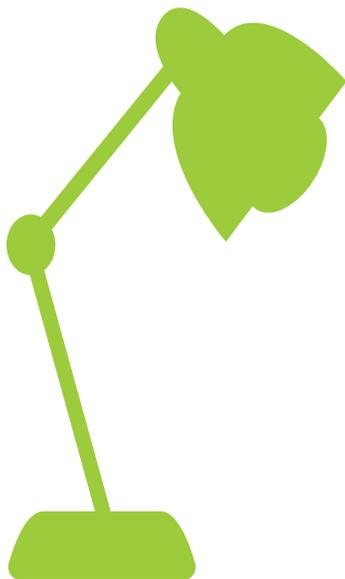
# The Global Student Hub

## USF World's student engagement headquarters

One of the most significant contributions to fostering a global community at USF this past year, was the creation of the Global Student Hub in the FAO building on the Tampa campus. Global learning exposes students to world perspectives, different cultures, and the diversity of the lived experience. Rather than limit such learning to the classroom, USF World created an integrated space for the university's international and intercultural communities. By building a network across existing resources and programs at USF, the Global Student Hub exposes students to global engagement, locally and globally, by connecting them with opportunities to volunteer, intern, and study abroad. Global engagement goes beyond the classroom and the study abroad experience – USF students can visit the Global Student Hub and participate in our global mission.



One of the Hub's greatest appeals is its "home away from home" feel. Intentional about creating a space for students to "hang out," the Hub features mobile, lightweight furniture that can be moved to accommodate groups in a comfortable living room atmosphere. Student employees are trained to welcome anyone who walks in, removing the transactional feel of waiting for an appointment, and increasing interactions between domestic and international students.



“ I have been a part of the Global Student Hub from the very beginning. I was able to participate in its design and ensure that it's an an open place for all students. With everyone here – Peace Corps, Intercultural Programming, and Education Abroad – it's a truly collaborative space. All students are welcome. Everyone who visits loves the energy.

**CRISTAL WU**  
PEER LEADER  
OFFICE OF INTERNATIONAL SERVICES

”



USF World staff have enjoyed watching friendships develop among students spending time in the Hub's space. Students collaborate, share ideas, and work together. On any given day, you will find International Allies, Study Abroad Recruiters, Globull Ambassadors, student Peer Leaders, former Peace Corps volunteers, prospective study abroad students and international students sharing information with each other and networking. After only one year in operation, the Global Student Hub is already a destination for globally-minded students.

“ The style of the physical Hub space is a prime example of a location that is welcoming to students. The "Living Room" is a great place where students can encounter global engagement opportunities that they didn't know existed. My fellow student workers and I are constantly finding new ways to involve students. It's great to learn from the students working in other areas of global engagement in the Hub. ”

**CHLOE KING**  
STUDENT RECRUITER  
OFFICE OF EDUCATION ABROAD

# Student Perspectives

## **INTERNATIONAL STUDENT PROFILE: CRISTAL WU**

International transfer student from Belize

Major: Civil Engineering

Peer Leader for the Office of International Services



### **Why did you choose to study at USF?**

I chose USF because the diversity of students on campus is amazing. As a student from Central America, I have the opportunity to meet peers from around the world. As an engineer I know that I will be working with people from diverse backgrounds and cultures, and being at USF is preparing me for success in my career. I am not only receiving a world-class education, I'll be ready to have a positive impact on my field and within society.

### **You are a member of the USF International Allies. What is the mission of the group?**

International Allies is a group of student and scholar volunteers who assist the Office of International Services in a variety of important ways such as delivering workshops, participating in tabling events, and other types of intercultural programming. We also serve as a liaison between the international student body and USF by providing a space and outlet for students to make their voices heard.

### **Tell me about your job as a Peer Leader for the Office of International Services.**

I really enjoy coming to work in the Global Student Hub. My work is hands-on and student-facing. As Peer Leaders, we have the opportunity to meet a variety of students on campus through presentations, workshops, and other events. If we learn about a particular problem or challenge an international student is facing, we address that issue and provide solutions. Each day is an adventure; it's very fulfilling to know that I can make a difference and improve the international student experience at USF.



## **EDUCATION ABROAD STUDENT PROFILE: CHLOE KING**

Studied abroad in Florence, Italy in Summer 2022

Major: Psychology

### **Tell me about how you became interested in studying abroad and your experience in Florence, Italy.**

I didn't have any friends who had studied abroad, and I didn't have any travel experience, but I was looking for ways to get engaged on campus that fit my personality and interests. Having worked previously in a small study abroad office at another institution, I decided to become a Student Recruiter for USF Education Abroad in the Global

Student Hub. The experience of working with students who had been abroad, or who were excited about their upcoming travel, caused me to seek out my own study abroad experience. As a result of my experience in Italy, I gained confidence, and was amazed at how much I was able to accomplish outside of my comfort zone. I met a lot of people from different parts of the world and really enjoyed building relationships with other international students. Studying in Florence and learning from local professors about the history and culture of the city was exciting. Studying abroad at a partner institution is so much more impactful than just visiting as a tourist.

### **How does your personal experience influence your work as an Education Abroad Student Recruiter?**

Some students are confident and ready to go abroad; however, others are more hesitant about committing to such an experience. As a study abroad alumna, it's valuable to be able to offer students an opportunity to get to know a peer with personal and concrete examples about what they can expect abroad. I am also able to address any concerns that students may have about traveling. I especially enjoy helping students identify the study abroad programs that fit their academic objectives and ensuring that study abroad becomes a part of their USF experience.

### **How would you describe the Global Student Hub?**

It's a collaborative environment where students learn from each other by sharing their experiences. A student interested in study abroad can easily meet and learn from our international students who come to study at USF from across the world. In turn, the presence of international students in the Hub helps all of us become more interculturally aware. It's a great place to help students envision themselves studying abroad.

# Faculty Success

## Celebrating global accomplishments



# 7

Fulbright Awards were given to USF faculty researchers during the 2021-2022 cycle

### 2021-2022 Fulbright Awards

Name	USF College
Wendy Baker	USF World, St. Petersburg
Robert Bishop	College of Engineering
Thomas Crisman	College of Arts and Sciences
Jenifer Hartman	College of Education
Delroy Hunter	Muma College of Business
Wolfgang Jank	Muma College of Business
Subhasis Misra	Morsani College of Medicine

USF has remained a Top Producer for Fulbright Scholars since 2015. There were **7** recipients from USF for the 2021-2022 award year (see left). Faculty Fulbright Advisor, Dr. Darlene DeMarie had a productive year, presenting more than **24** Spring and Summer workshops for faculty interested in applying for a Fulbright Award. Dr. DeMarie ensures that USF faculty are highly competitive and successful with Fulbright applications.

### Key Contact

Darlene DeMarie, [Faculty Fulbright Advisor](mailto:fulbright@usf.edu), [fulbright@usf.edu](mailto:fulbright@usf.edu)

# Fulbright Spotlight

## FULBRIGHT FACULTY PROFILE: EVANGELINE LINKOUS, PH.D.

Associate Professor, School of Public Affairs,  
Master's Program Director, Urban and Regional Planning



### Why did you apply for a Fulbright?

I knew I was at a point in my career that I wanted to do something really different. Having achieved tenure, I wanted to invest in a new research agenda and find different ways to use my expertise in urban planning. I had never worked abroad before, and Tbilisi is a really beautiful and sophisticated city, with amazing food and some of the most beautiful architecture in the world. It's not on a lot of people's radars but it's a true gem.



### Tell me about your experience working in Georgia.

I had worked for years in Florida, so there were many things that were interesting and different in Georgia. The mechanisms they use, like block-chain to track property rights, are fascinating. I was impressed by the incredible talent and the bright ideas of the students and professionals in Tbilisi, but also saddened by the lack of infrastructure to support them and offer them careers. So many of them were forced to give up their passion and skills in urban planning to work in more lucrative careers in tourism or sales in order to earn a living.

### Now that your Fulbright is completed, how will you stay connected with your colleagues in Tbilisi?

I'm committed to maintaining a research agenda with my colleagues in Georgia. I have been invited to be an affiliate faculty for The Institute for Russian, European, and Eurasian Studies at USF, and we are making plans to bring faculty from Georgia to visit USF. In Tbilisi they have a lack of training for planners from a democratic policy and market approach. I'm looking forward to collaborating with my contacts in Georgia to provide this kind of training experience to their city planners.

### Has your experience abroad had any impact on your work here at USF?

Yes! Having processed a new place with fresh eyes now gives me the ability to see Florida's planning issues through a new lens. I understand Florida in a way that I couldn't before. The fresh perspective that faculty bring home after an experience like this is really critical to expanding the scope of their research here, teaching students, and introducing a global perspective to coursework. I'm really excited to share the relevant lessons I learned abroad with my students at USF.

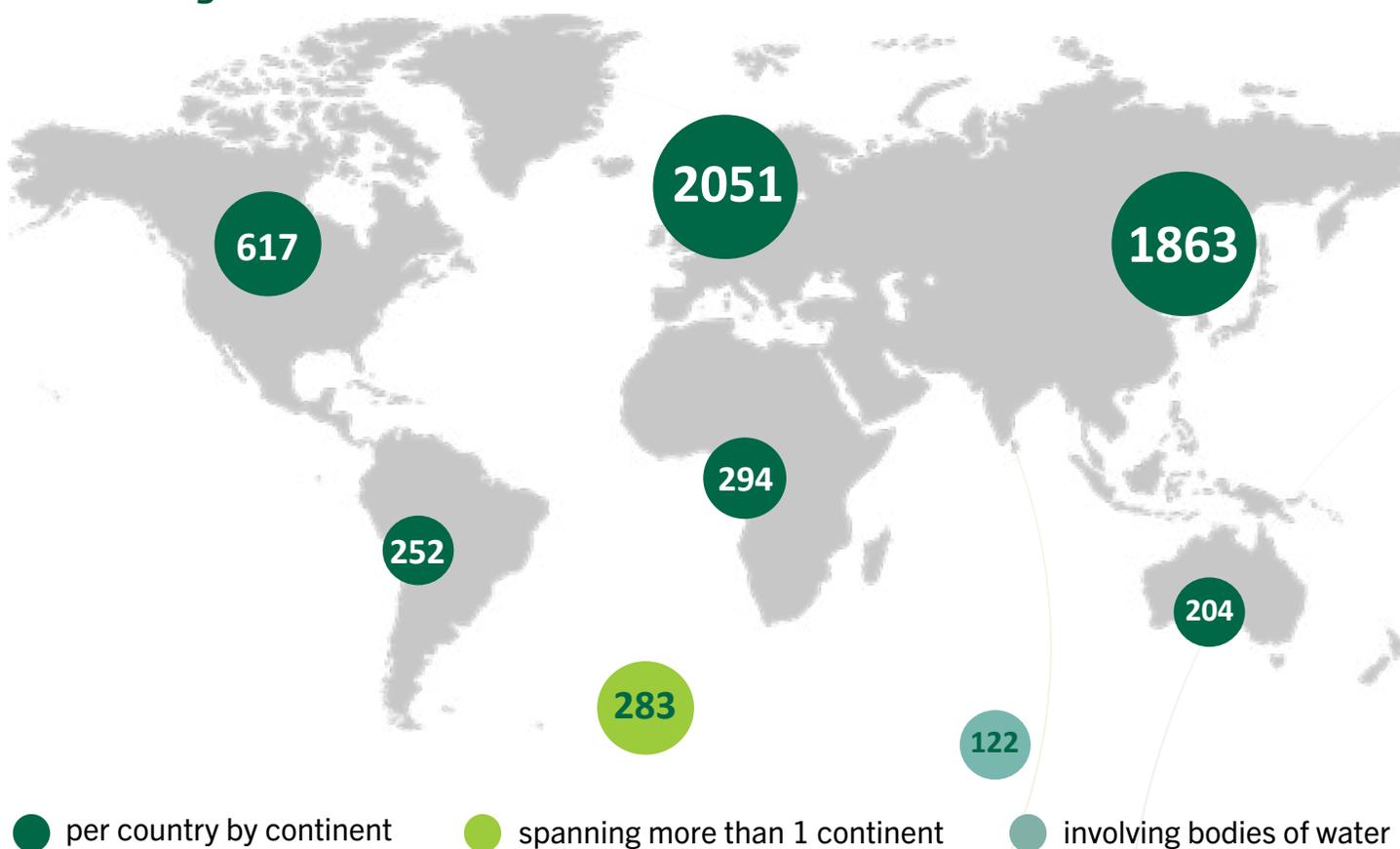
# Faculty Research

## Collaboration around the world

As faculty were able to travel internationally once the risk of Covid lessened, research, conference, and other global collaborative activities quickly resumed. Faculty and staff took **487** trips to **78** countries in the 2021-2022 academic year, and travel risk mitigation and safety processes were managed by USF World and the USF Covid Task Force to ensure all travelers were prepared and informed.

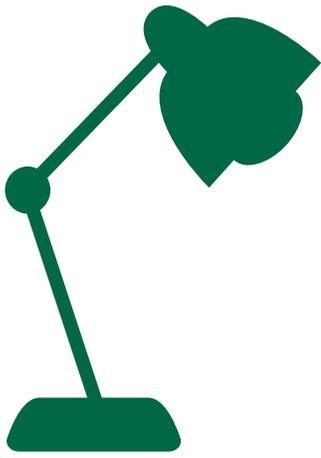
USF citations and citation impact scores continued to be driven by international collaborations, and research partnerships with key institutions around the world saw higher numbers of resulting co-publications than prior to the pandemic. Additionally, from 2017-2021, **404** organizations from **58** countries outside of the U.S. funded research projects that resulted in **2,794** co-publications with USF co-authors.

### USF Faculty Global Research Activities 2017 – Present



### Key Contact

Olga Atehortua, Assistant Director, [Global Travel, Safety, and Health](#), oatehortua@usf.edu  
Laurel Thomas, [International Bibliometrics](#), lkthomas@usf.edu



**35%** of USF publications involved an international collaborator, accounting for **60%** of *all* USF Citations in 2021. Publications with a global co-author generate almost **2x** the scholarly impact as compared with solely domestic authorship.

### Top Countries of Co-Publication by No. of Publications\*

	China, Mainland 1,727
	United Kingdom 1,094
	Canada 975
	Germany 815
	Australia 606
	France 550
	Italy 523
	Spain 439
	Russia 385
	Netherlands 381

### USF Faculty International Citations & Impact Scores\*

	All Citations & Impact Score	Internal Citations & Impact Score	Domestic Citations & Impact Score	Int'l Citations & Impact Score
<b>2021</b>	<b>18,821</b> 1.34	<b>1,341</b> 0.77	<b>6,602</b> 1.08	<b>10,266</b> 1.82
<b>2020</b>	<b>39,834</b> 1.32	<b>2,936</b> 0.8	<b>13,397</b> 1.11	<b>22,838</b> 1.97
<b>2019</b>	<b>54,534</b> 1.33	<b>4,334</b> 0.87	<b>17,772</b> 1.08	<b>30,445</b> 1.87
<b>2018</b>	<b>76,546</b> 1.6	<b>5,746</b> 0.77	<b>24,159</b> 1.27	<b>45,009</b> 2.74
<b>2017</b>	<b>61,355</b> 1.15	<b>5,576</b> 0.87	<b>22,764</b> 1.08	<b>30,777</b> 1.5

### Top International Collaborating Institutions by No. of Publications\*

<b>355</b> UNIVERSITY OF TORONTO	<b>271</b> UNIVERSITY OF LONDON (SYSTEM)	<b>157</b> FRENCH NATIONAL CENTRE FOR SCIENTIFIC RESEARCH (CNRS)	<b>138</b> KING ABDULAZIZ UNIVERSITY	<b>138</b> UNIVERSITY COLLEGE LONDON	<b>137</b> McGILL UNIVERSITY	<b>136</b> NORTH WEST UNIVERSITY - SOUTH AFRICA
		<b>146</b> MCMASTER UNIVERSITY	<b>126</b> UNIVERSITY OF OXFORD	<b>117</b> ESTANBUL MEDIPOL UNIVERSITY	<b>112</b> UNIVERSITY OF CAMBRIDGE	<b>111</b> LUND UNIVERSITY
	<b>206</b> HELMHOLTZ ASSOCIATION	<b>146</b> CHINESE ACADEMY OF SCIENCES	<b>122</b> INSTITUT NATIONAL DE LA SANTE ET DE LA RECHERCHE MEDICALE (INSERM)	<b>104</b> ZHEJIANG NORMAL UNIVERSITY	<b>102</b> ASSISTANCE PUBLIQUE HOPITAUX PARIS	<b>101</b> UNIVERSITY OF SCIENCE & TECHNOLOGY BEIJING
<b>276</b> RUSSIAN ACADEMY OF SCIENCES	<b>169</b> UNIVERSITY OF BRITISH COLUMBIA	<b>139</b> EGYPTIAN KNOWLEDGE BANK	<b>119</b> UNIVERSITY OF SYDNEY	<b>103</b> IMPERIAL COLLEGE LONDON	<b>100</b> KAROLINSKA INSTITUTET	<b>100</b> SORBONNE UNIVERSITY

\*Clarivate InCites data, 2017-2021

# J-1 Visitor Exchange Program

## Bringing talented students & researchers to campus

The objective of the J-1 Exchange Visitor Program, now known as BridgeUSA, is "to increase mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchanges" (Mutual Educational and Cultural Exchange Act also known as the Fulbright-Hayes Act of 1961). The Program is designed for people outside of the U.S. who wish to take part in study- and work-related exchange programs approved by the U.S. Department of State Bureau of Educational and Cultural Affairs.

USF is approved to host six different categories of J-1 visa programs:

1. University Student
  - Bachelor Degree
  - Master's Degree
  - Doctoral Degree
  - Non-Degree or Exchange Student
2. Student Intern
3. Professor
4. Research Scholar
5. Short-Term Scholar
6. Specialist



Former Provost Ralph Wilcox enjoys meeting the students visiting USF from his alma mater, the University of Exeter, in England. In April of 2022, he hosted a special luncheon for these J-1 exchange students.

### Top Countries for J-1 Student Visitors



Türkiye  
27



France  
14



United Kingdom  
12



Japan  
8



South Korea  
7

USF's J-1 visitors, in the student category, represent twenty-five countries. Türkiye is well-represented due to the Turkish Government's financial sponsorship of degree-seeking students. Popular partner institutions that participate in reciprocal exchange programs are located in France, the United Kingdom, Japan, South Korea, and Colombia. All are destinations of choice for USF students, and the university partnerships that support these exchange programs provide an important avenue for students seeking a longer term study abroad experience of one to two semesters.

## J-1 Scholars Top Nations by Citizenship, 2021-2022



Pandemic restrictions governing international travel slowed the number of international scholars visiting USF during the 2021-2022 academic year. In total, **166** visiting J-1 international scholars represented **46** countries. The top 10 countries of nationality are noted on the map above, while fields of expertise and scholar type are noted below.

### J-1 Scholar Field of Expertise

Field of Study	Scholar Count
Biological and Biomedical Sciences	74
Physical Sciences	26
Engineering	13
Health Professions and Related Programs	11
Mathematics and Statistics	8
Social Sciences	7
Business, Management, Marketing, and Associated	6
Visual and Performing Arts	5
Multi/Interdisciplinary Studies	4
Education	4

### J-1 Scholar Totals by Type

Scholar Type	Scholar Count
Research Scholar	144
Short-Term Scholar	20
Professor	1
Specialist	1

## Key Contact

Erin Dudley, [International Scholar Advisor](mailto:edudley@usf.edu), edudley@usf.edu

# International Partnerships & Community Relations

## Fostering Global Community Engagement

USF World created a new unit focused on international community relations in 2022. In its first year, the International Community Relations team has led USF's relations with Tampa Bay's international business and diplomatic affairs associations, facilitated and provided internal global capacity-building programs, and brought students, faculty, and alumni together around geo-cultural areas of interest through its Global Networks initiative.



## USF World Advisory Council Launch

Impactful engagement with the local community is critical to the university's 2022-27 Strategic Plan. The USF World Advisory Council was established to facilitate collaboration and to capitalize on opportunities for globalization at USF and across the Tampa Bay metro area. The USF World Advisory Council held its first meeting on April 22, 2022. You can read more about this important global initiative on our website ([www.usf.edu/world](http://www.usf.edu/world) under [About Us](#)).



# World Advisory Council

The mission of the USF World Advisory Council is to provide USF World with the guidance, support, and advocacy it needs to strengthen philanthropic activity and build mutually beneficial relationships with key stakeholders in Tampa Bay's international community and beyond. Comprised of eighteen members, the Council brings leaders from across the Tampa Bay Metropolitan Area with impressive credentials and expertise in international affairs. Together, they will undertake initiatives spanning global economic development in Tampa Bay, the Sister Cities programs in Tampa, St. Petersburg, and Sarasota, and fundraising for USF World priorities.



## COUNCIL FEATURE: LYNNE PLATT, VICE CHAIR

Lynne Platt is honored to be a member of the USF World Advisory Council. The opportunity allows her to combine her expertise in foreign affairs with a commitment to community service in her new hometown of St. Petersburg. A newly-retired senior Foreign Service Officer, her career spanned 31 years, three U.S. Government agencies, and six embassies abroad. Lynne specialized in Public Diplomacy and managing large foreign assistance programs. From 2014-2017, Lynne served as U.S. Consul General in Vancouver, Canada, representing U.S. interests in British Columbia and the Yukon.

### **What are your thoughts on the formation of the new USF World Advisory Council?**

I see the USF World Advisory Council as a dynamic cross-section of community leaders – from academia, business, consulting, law, nonprofits, workforce development, civil service, and the U.S. military. Each council member represents a diverse economic sector and are from communities throughout the tri-county region.

### **How do you think the council will impact USF World's work on campus and in the broader Tampa Bay community?**

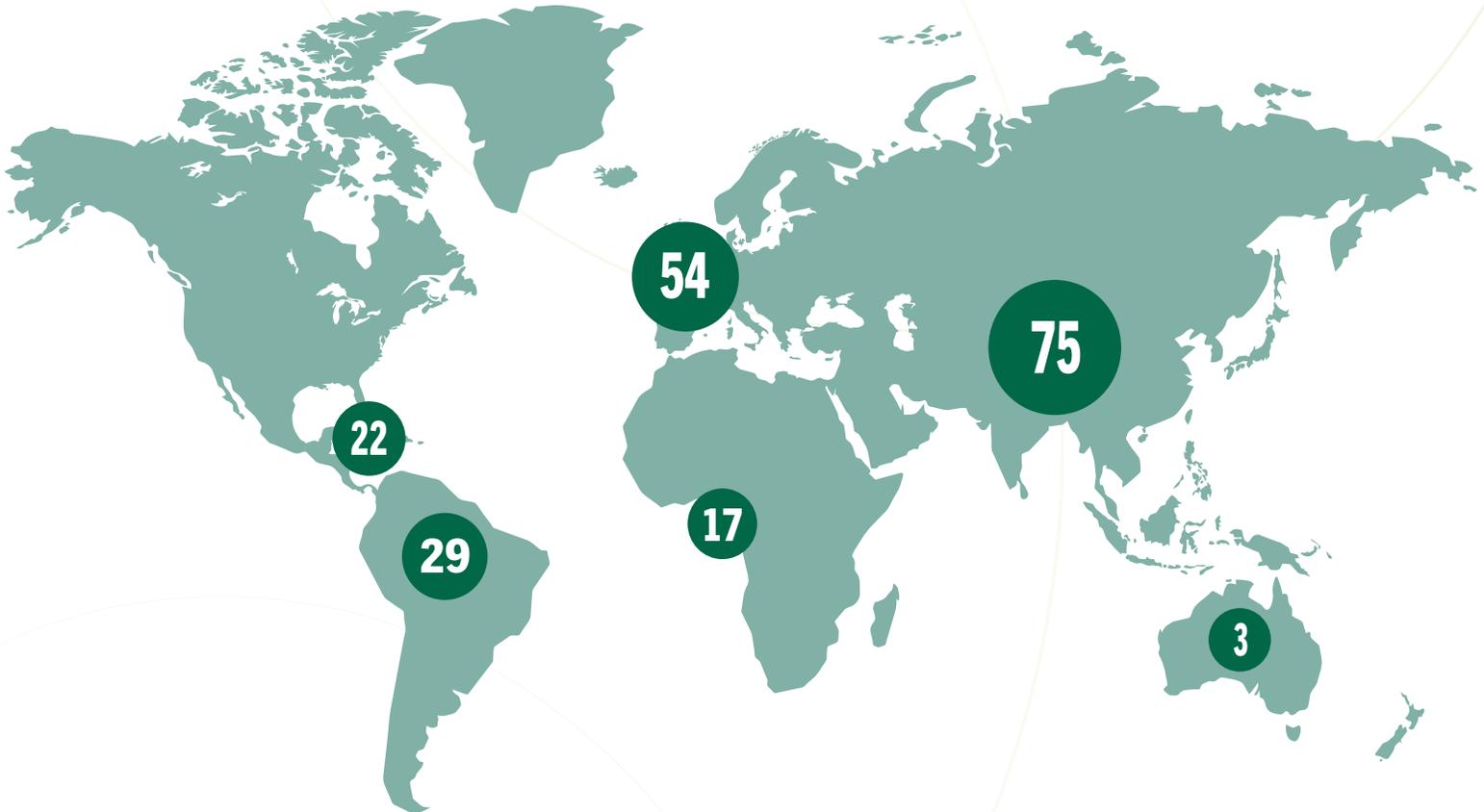
The Advisory Council will support USF World's efforts on campus through globally-oriented initiatives involving students and faculty. I look forward to working with the Council to prioritize external collaborations and partnerships – like citizen diplomacy work with Sister Cities International and a planned Tampa Bay global business summit designed to encourage international cooperation, deepen cross-cultural understanding, and stimulate economic development.

# USF's Global Institutional Partnerships

## Connecting faculty, students, and institutions abroad

Between September 2021 and August 2022, USF World supported USF faculty and colleges in the development of **10** new International Collaboration agreements and 1 new Student Exchange agreement. USF World also assisted in the renewal of **11** existing partnerships, including institutional collaborations, student exchanges, and memorandum of understanding agreements. A snapshot of all active agreements can be seen below, and more details are available online from the USF [Global Discovery Hub](#).

### USF International Partnerships, 2021-2022\*



\*Agreements may be located in more than one country. Therefore, aggregate numbers shown may exceed the total number of active agreements

Currently, USF (including USF Health) has **196** active institutional partnership agreements across **62** countries. These include:

- 143 General Collaboration agreements,
- 26 Student Exchanges,
- 18 Memoranda of Understanding (MOU),
- 8 Academic Articulation agreements and 1 Affiliation agreement

### Key Contact

Adriana Morales, [International Partnerships](#), [morales@usf.edu](mailto:morales@usf.edu)

## Global Partnerships Luncheon

USF World was pleased to host a luncheon on November 11, 2021, to celebrate USF's community of exchange students and those who come to USF from our international partners as part of academic articulation or transfer agreements.

This sub-group of international students totaled **77** in Fall 2021. Former Provost Ralph Wilcox and Rocky D. Bull were the featured guests at the event and enjoyed their time with the students, taking pictures at the USF themed photobooth.

Participating institutions included:

Student Exchanges:

- Universidad del Norte – Colombia
- Micefa – France
- University of Osnabruck – Germany
- Yonsei University – South Korea
- Oxford Brookes University – United Kingdom
- University of Exeter – United Kingdom

Academic Transfers:

- Universidad del Norte – Colombia
- Quality Leadership University – Panama
- Universidad San Ignacio de Loyola – Peru



# Global Alumni

## Continuing to contribute to the USF community

USF World had the opportunity this past year to connect the university's alumni abroad with visiting students and faculty. Coordinated in conjunction with faculty and staff leading study abroad programs, USF World organized meetups abroad in Lima, Peru and London, England.



### PERU

In May, Dr. Jerome Galea, from the School of Social Work, and a group of students studying global mental health met with USF Bulls living in Lima during a study abroad trip. The gathering gave current USF students the unique opportunity to meet with Peruvian alumni and build relationships while there.



### ENGLAND

In June, Muma College of Business professor Russell Clayton and Campus Dean Jean Kabongo met with USF alumni living and working in London. The visit led to exciting new connections and opportunities for collaboration.

## USF Sarasota-Manatee Engages with Global Alumni

In an effort to connect with notable global alumni, in the spring of 2022 USF World partnered with Dr. Greg Smogard, Assistant Vice President of Innovation and Business Development at the USF Sarasota-Manatee campus, to engage international, global alumni-owned businesses in its student consulting curriculum – a first for the course. Open to all majors on all USF campuses, the student consulting course supported two teams of undergraduate students who developed and presented actionable recommendations to address a real-world business challenge or opportunity for two companies: Placeloop, led by founder and director, USF alumnus François Soulard, and Groupe Riotel, led by president and USF alumnus François Rioux. This unique course provided students with multi-disciplinary and multicultural, hands-on experience with industry leaders and the incredible opportunity to network internationally with USF alumni.



## Global Alumni Spotlight

### **FRANÇOIS B. RIOUX, CLASS OF 1984**

Bachelor's of Natural Science in Chemistry  
Bachelor's of Business Administration in  
Accounting



President of Group Rioux (located in Canada), François B. Rioux joined the family business as a financial controller after graduating from USF in 1984. Through the years, he has held numerous positions and returned to university twice for a Master's in Project Management and a Master's in Business Administration. A selection of his business successes include re-energizing a real estate division of 700 units, developing and growing a struggling hotel into a regional chain with clients in 20+ countries, and transforming a small development company into a major operation in eastern Canada, serving brands like Canadian Tire, McDonald's, Toyota, Hyundai, Telus, and more.

Always interested in giving back to his community, he has served on local, regional, national, and international boards. In 2015 he founded The Innovation and Development Funds of Matanie, for which he raised 1 million dollars from entrepreneurs and governments to support economic growth – generating over \$10 million in new projects and nearly \$80 million in development. More recently, the Rioux family announced it will give \$150,000 over a 5-year period to promote entrepreneurship through grants to young entrepreneurs.

His greatest success is by far his three children, who all work in the family business in key management positions. As the third generation, they aim to take over the business in the years to come - assuring its continuity.

#### **What was it like to hear from USF?**

I was surprised and very happy to hear from USF more than 35 years after graduation! USF is a real leader in higher education, in a way that none of my other alma maters have been.

#### **What are your thoughts on the student global consulting course and our efforts to engage alumni?**

The idea of reaching out to international businesses run by alumni is an excellent way to create opportunities for students to learn about a different culture or way of doing things. I really believe that such an experience should be mandatory for every USF program.

#### **What do you think about the trajectory of USF among other public institutions?**

I've always followed USF, which is much easier with LinkedIn these days, and I am amazed and proud of all the growth I see on a regular basis. Keep up the great work! Go Bulls!

# Global Networks

## Connecting alumni with the next generation

In 2022, USF World launched an exciting new initiative to bring together alumni, students, faculty, partners, and allies worldwide through **Global Networks**. The goal is to build communities of support for international students, faculty, programs, research, and businesses. No matter where USF Bulls are in the world, they can stay connected to USF peers, professors, students, and others who share an affinity for a particular geographic location.

By inviting our community and institutional partners to join our Networks, we are expanding our reach locally and abroad. We invite foreign business owners with ties to any of our Global Network countries, or regions, to join and participate in this inter-connected worldwide network. For international businesses and associations, Global Networks offer a relevant audience, a top talent pool, collaborations, marketing, subject matter expertise, and more. For current students and alumni, the networks offer internship and job opportunities, collaborations, and community. The USF Global Networks are also a platform to highlight the university's impact in different parts of the world – showcasing the amazing successes of our faculty, students, and alumni internationally.

USF Networks Brazil, Colombia, India, and Saudi Arabia were the first to launch virtually during International Education week in November of 2021! Network information can be seen in the image below.

**20,000+** Estimated Total Global Network Participants  
**13,000+** Estimated International Alumni Participants  
**6,500+** Estimated Study Abroad Alumni Participants

### Network Colombia

#### Estimated Participants

Students:	140
Alumni:	465+
Faculty:	42

### Key Contact

Vanessa Martinez, [Global Networks](#), [martine4@usf.edu](mailto:martine4@usf.edu)

## USF Network Colombia

On April 20th, 2022, USF Network Colombia hosted its first in-person event at the Sam and Martha Gibbons Alumni Center in Tampa. Over fifty students, alumni, and faculty attended, including special visiting guests from our oldest partner institution, the Universidad del Norte, in Barranquilla, Colombia. The event featured Colombian music and food from local Colombian restaurants, as well as a "speed" networking activity to connect students and faculty to alumni.



## Network Saudi Arabia

## Network Brazil

## Network India

### Estimated Participants

Students:	159
Alumni:	600+
Faculty:	37

### Estimated Participants

Students:	305
Alumni:	300+
Faculty:	127

### Estimated Participants

Students:	1,149
Alumni:	3,000+
Faculty:	113

**Estimated Total Global Network Participants: 20,000**

Estimated International Alumni Participants: 13,000  
 Estimated Study Abroad Alumni Participants: 6,500

# INTERNATIONAL EDUCATION MONTH

2022 Signature Events Calendar



Every year the University of South Florida hosts an entire month of events as part of International Education Week, a joint initiative between the U.S. Department of Education and the U.S. Department of State. International Education Week brings to life the benefits of international education and exchange worldwide.

Check our Facebook, Instagram, and LinkedIn accounts for weekly IEM event updates. For a complete list of International Education Month events, please visit: [tinyurl.com/USF-IEM](https://tinyurl.com/USF-IEM)

## Everyday in November

**Adventures Abroad**  
All Day  
St. Petersburg Campus  
Nelson Painter Memorial Library

**Global Student Hub Photo Wall Campaign**  
All Day  
Tampa Campus | FAO 011

## Every Wednesday in November

**USF World Bull Market Takeover**  
9 a.m.—2 p.m.  
Tampa Campus | MSC Lawn

**Exploring Education Abroad**  
2—3 p.m.  
Tampa Campus | FAO 011

**Wednesdays with World**  
4—5:30 p.m.  
Tampa Campus | FAO 011

## Monday-Friday, First Week of November

**De-Stress Fest**  
11 a.m.—2 p.m.  
INTO USF Center | FAO 100

**Race to the Airport Packing Contest**  
Office Hours  
Sarasota-Manatee Campus | #129

## Tuesday, November 1

**INTO USF Cultural Exchange**  
12—3 p.m.  
INTO USF Center | FAO 100

**Patio Tuesday: Bulls Friendsgiving**  
2—4 p.m.  
Marshall Student Center Amphitheatre

## Thursday, November 3

**USF Education Abroad Showcase**  
10 a.m.—2:00 p.m.  
St. Petersburg Campus  
Lynn Pippenger Hall Atrium

**INTO USF Game & Trivia Night**  
7—9 p.m.  
INTO USF Center | FAO 100

## Friday, November 4

**Global & Local Engagement Fair**  
11 a.m.—3 p.m.  
Tampa Campus | SVC Breezeway

**Promoting Study Abroad**  
11 a.m.—3 p.m.  
Sarasota-Manatee Campus | #129

**Glo-Bull Fridays**  
12—3 p.m.  
Tampa Campus | FAO 011

## Monday, November 7

**Education Abroad Info Table**  
10 a.m.—2 p.m.  
St. Petersburg Campus  
University Student Center at Harborwalk

**\*FL International Leadership Conference Info Session**  
12—1 p.m.  
Tampa Campus | FAO 011

**Peace Corps Application Workshop**  
2—3 p.m.  
St. Petersburg Campus | LPN 223

## Tuesday, November 8

**Peace Corps & PC Prep Info Session**  
10—11 a.m.  
Tampa Campus | FAO 011

**Global Trivia Tuesday**  
1—3 p.m.  
Tampa Campus | FAO 011

## Wednesday, November 9

**Eat Around the World**  
12—3 p.m.  
Sarasota-Manatee Campus | Rotunda

## Thursday, November 10

**\*How to Find an On-Campus Job as an International Student**  
2—3 p.m.  
Tampa Campus | FAO 011

## Monday, November 14

**Peace Corps Application Workshop**  
10 a.m.—12 p.m.  
Tampa Campus | FAO 011

## Tuesday, November 15

**How to Find an On-Campus Job as an International Student**  
12—1 p.m.  
Tampa Campus | FAO 011

**INTO USF Thanksgiving Potluck**  
12—3 p.m.  
INTO USF Center | FAO 100

**Peace Corps & PC Prep Info Session**  
2—3 p.m.  
Tampa Campus | FAO 011

## Thursday, November 17

**Lunch and Learn - Serbia**  
11 a.m.—12:15 p.m.  
Sarasota-Manatee Campus | SMC A221

**International Game Day**  
3—5 p.m.  
Tampa Campus | FAO 011

**INTO USF Game & Trivia Night**  
7—9 p.m.  
INTO USF Center | FAO 100

## Friday, November 18

**EdAbroad GloBull Ambassador Q&A**  
12—3 p.m.  
Tampa Campus | FAO 011

## Monday, November 21

**Peace Corps Application Workshop**  
4—5 p.m.  
Tampa Campus | FAO 011

## Tuesday, November 29

**INTO USF Cultural Exchange**  
12—3 p.m.  
INTO USF Center | FAO 100

**Peace Corps Info Session for Entrepreneurship Students**  
2—3 p.m.  
Tampa Campus | FAO 011

## Wednesday, November 30

**Sarasota Sister-City Showcase**  
11 a.m.—2 p.m.  
Sarasota-Manatee Campus | SMC Selby Auditorium

\*Additional event occurrences can be found at [tinyurl.com/USF-IEM](https://tinyurl.com/USF-IEM)



A joint initiative of the U.S. Department of Education and the U.S. Department of State.

visit [USF.EDU/WORLD](https://USF.EDU/WORLD)



# Key USF World Contacts

Dr. Kiki Caruson	Vice President, USF World	kcaruson@usf.edu
Kathy Weber	Executive Administrative Specialist to Kiki Caruson	kweber08@usf.edu
Sean Gilmore	AVP, Global Academic Partnerships and International Enrollment Management	gilmore@usf.edu
Bessie Skoures	AVP, Global Outreach, Communications, and Philanthropy	skoures@usf.edu
Amanda Maurer	Director, Education Abroad	amaurer@usf.edu
Marcia Taylor	Director, International Services	taylor@m@usf.edu
Sarah Wietzke	Director, International Admissions and Recruitment	skay@usf.edu
Wendy Baker	Campus Director, USF World St. Petersburg	wbaker@usf.edu
Dr. Brandon McLeod	Campus Director, USF World Sarasota-Manatee	brandonmcleod@usf.edu
Mary-Beth Heisner	Manager, Fiscal and Business Operations	mheisner@usf.edu





**USF World**



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