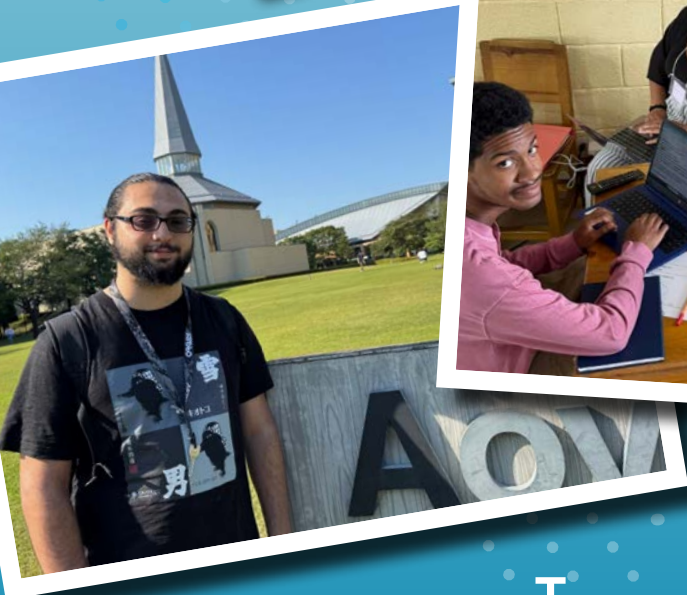


Janet Dudley-Eshbach Center for International Education

ANNUAL REPORT

AY 2024-25



Salisbury
UNIVERSITY

Tomorrow
is on the *horizon*





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INTRODUCTION

Academic year 2024-25 brought great challenges for global engagement in American higher education. Federal government restrictions on travel to the USA from certain countries and a temporary suspension of visa interviews for foreign students at a critical time in the academic calendar resulted in disruption to international engagement across American higher education. A general societal anxiety about engaging with different cultures inside the USA and an overall suspicion of border crossing created head winds that challenged university-based global engagement. In spite of the setbacks, Salisbury University continued to make great achievements in global learning for students. SU students continued to study abroad around the world, and visiting students from around the world continued to study on main campus in Salisbury, Maryland. Visiting scholars and teachers enhanced SU's faculty and provided global perspective to students on main campus. SU professors taught SU students around the world and continued to develop global scholarship. This annual report summarizes a few of the key accomplishments in Salisbury University's global engagements during academic year 2024-25.

Study Abroad Continues to Recover from the Global Pandemic

Credit-bearing study abroad continued its recovery from the multi-year interruption caused by the global pandemic of 2020-22. A total of 202 students earned credit studying abroad during fall, winter, spring, and summer terms of AY 2024-25. That enrollment marks a slight decline from AY 2022-23 and AY 2023-24, but reflects a longer-term recovery that holds great promise for future years. Some of SU's best enrolled majors accounted for many study abroad enrollments led by departments like Communication, Marketing, Management, and Biology. Smaller majors that are intentionally global by design like modern languages, international studies, and international business sent the highest percentage of their majors abroad, even if the total number of those enrolled students was not as high as the enrollment from the larger majors. Students from the Clarke Honors College continued to study abroad at high percentages. Once again in AY 2024-25 nearly 50% of Clarke Honors College students studied abroad or away as calculated by the US Department of Education Open Doors Report.



202

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students earned credit studying abroad during AY 2024-25

› Mid-Term and Long-Term Study Abroad Still Not at Pre-Pandemic Levels

Semester-long and year-long study abroad enrollments continued to lag behind pre-pandemic enrollments during AY 2024-25. The 2007-08 academic year was the last time that SU sent as few students abroad for semester-long and year-long study abroad students than the 27 semester-long students and one year-long study abroad students during AY 2024-25. Enrollment in these programs, that the U.S. Department of Education defines as mid-term and long-term study abroad, was less than half the enrollment in similar programs during AY 2019-20, the final year prior to the global pandemic. The enrollment was less than one third of the enrollment in such programs at SU during AY 2018-19.

Despite the sluggishness in the recovery of enrollments in semester-long and year-long student mobility programs, there were multiple signs of recovery in longer-term study abroad that emerged in AY 2024-25. The more than two dozen students who did study abroad for a full semester or year did so on nine different programs operated by SU through partnerships in seven different countries. Once again, the semester exchange at the University of Stirling, Scotland, was a major driver of mid-term study abroad enrollments.

Sabrina Wilt (Class of 2027) spent the fall of her sophomore year studying abroad in Scotland. She reported: “Scotland was a dream, I was able to learn about how



1. Grey Lee (Class of 2025), a major in outdoor education leadership in the Seidel School of Education spent the fall of senior year on exchange at SU's partner in Sweden, Linköping University.
2. Sabrina Wilt (Class of 2027) is a social work major who spent a full semester studying abroad before beginning her upper-level course work in the professional Social Work Program.

different life can be, but also how similar it can be. I met people from Norway, Netherlands, Russia, and more. By meeting these (sic) people, I was gaining a better understanding of the world and how we all survived together. I got to experience many different parts of the UK in my time, and I got to experience it all with some amazing people.”

Two additional students spent full semesters studying away through SU’s partnership with the National Student Exchange one in North Jersey, outside of Manhattan, and the other in southern Florida. Moreover, study abroad advising during AY 2024-25 indicated the potential that enrollments in mid-term and long-term study abroad during AY 2025-26 could reach a new high in the post-pandemic era, continuing the recovery process towards returning to pre-pandemic enrollment levels.

SU students studied abroad for full semesters and full years at 9 different university partnerships in 7 countries

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» **Clarke Honors College in Italy Evolves and Grows**

Students in the Clarke Honors College (CHC) continue to lead SU students in study abroad participation. Again during 2024-25 nearly 50% of CHC students studied abroad. While CHC students study abroad all over the world, thanks to the leadership of Dean Andrew Martino, Clarke Honors College in Italy is a driver of this enrollment.

CHC made a major shift in its Italy program this year re-organizing its nine-day Global Seminar in June based out of Sicily, to a year-round program offering fall and spring full semesters, a three-week January program and a four-week June program based in Rome. Eight students studied abroad in the winter term program and three others studied abroad in Rome during the summer term. The first full-semester student will leave for the fall 2025 semester at the Clarke Honors College in Rome.

The new program organization provides greater flexibility for more students, extends the length of all the programs’ study in Italy, lowers the cost/day of the experience, and improves the carbon footprint for all students.

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Clarke Honors College In Italy now offers year-round study abroad in Italy from 3 weeks to full academic years



Kaley studied abroad with the Clarke Honors College in Italy during January 2025, one the CHC students who were part of a major structuring of the Clarke Honors College in Italy study abroad program.

Short-Term Study Abroad Back to Full Strength

AY 2024-25 saw enrollment completely recover to pre-pandemic levels in short-term study abroad during January and in summer programs longer than two weeks. Enrollment in short-term programs of three or four weeks rose to 168 in AY 2024-25, the highest levels since the global pandemic and comparable to enrollments in AY 2016-17 and AY 2017-18. These enrollments were achieved on 16 different study abroad courses in nine different countries. Three additional students studied abroad for four weeks or longer during winter or summer term at independent locations not run through SU's partnerships but approved by SU for transfer credit.

At the same time, enrollments in programs categorized by the U.S. Department of Education as the shortest-term study abroad, programs less than two weeks, declined to their lowest levels in more than a decade. SU sponsored fewer such programs in AY 2024-25 as the strategies put in place to increase access to all students, manage costs, and run programming that is mindful of SU's commitment to environmental sustainability continued to advance. SU data from the past eight years are clear that the shortest study abroad programs enroll the fewest number of underrepresented students, cost students the most money for the least number of days, and rely on travel logistics with the highest environmental impact like tour buses instead of trains and hotels instead of apartments, residence halls, or host families.

168

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**students studied abroad on
short-term programs in 16
different courses in 9 countries**



Students from the College of Health and Human Services studied for more than three weeks in January 2025 at SU's partner university in Ghana, West Africa, the University of Cape Coast. SU students met UCC students, lived in on-campus student housing, and had lectures from UCC faculty.

Seidel School of Education Leads in Central America

In 2022-23, as SU began to expand its engagement with the Latin American University of Science and Technology (ULACIT) in San José, Costa Rica, in the immediate aftermath of the global pandemic, Dr. Christy Harper and her students from the major in outdoor education leadership were among the first to study abroad based at the La Marta natural refuge owned and operated by ULACIT in the forests of the Costa Rican highlands during winter term 2023. During winter 2025, the Seidel School of Education kept the expansion growing as Dr. Brian Flores taught his course in Literacy Assessment and Intervention for early childhood and elementary education majors.

The education students lived with a Costa Rican host family, took classes at ULACIT's main campus in San José, and enjoyed cultural excursions in and around San José as well as to the Pacific beaches and to the volcanoes in the central Costa Rican mountains.

The highlight of the course was spending seven days in a special school for low-income children, where the SU student teachers engaged with the children in both English and Spanish and explored practices and philosophies about literacy acquisition. The students returned with a renewed appreciation for the power of bilingualism for both teachers and children in the local schools in Maryland. Dr. Flores observed about the class: "Our teacher candidates



Sierra earned her coconut after spending all week preparing lessons for underserved Costa Rican school children during the SU In Costa Rica study abroad program at ULACIT in San José during January term 2025.

300%+

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increased study abroad enrollments for the Seidel School of Education in 1 year

went from struggling with language and communication with the children to being able to communicate with the children in Spanish and English by the end. This class has changed these young teachers' lives forever."

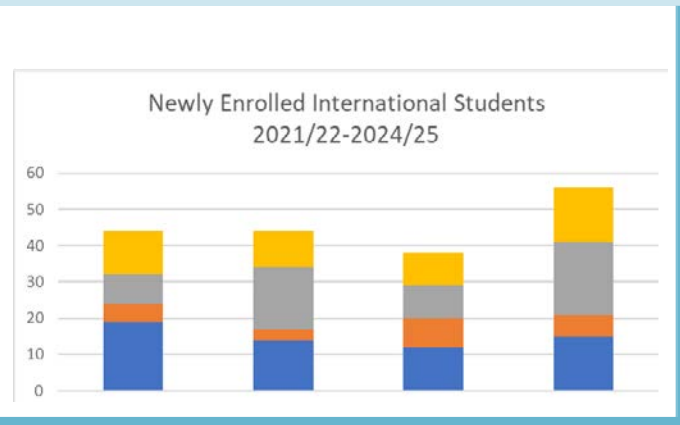
Thanks in part to the efforts of Dr. Flores in SU In Costa Rica, the Seidel School showed the greatest growth in study abroad and study away enrollments of any of SU's academic schools and colleges during AY 2024-25. The Seidel School more than tripled its enrollments from eight to 25 students in one year. January 2026 will feature the Seidel School again at the SU In Costa Rica global campus along with new classes from the Perdue School of Business and the Department of English.



SU Professor of Elementary Education Dr. Brian Flores studied during some quiet time in Costa Rica during January term 2025.

International Students Studying at SU Tick Upwards

Global learning is not reserved for the hundreds of SU students who study abroad each year. SU is committed to providing the opportunity for all students to be exposed to global perspectives, ideas, practices, and people. A key strategy to this goal is hosting international students from around the world on main campus in Salisbury, Maryland. International students bring their global perspectives not only into the classrooms on main campus, but into the residence halls, onto the clubs and teams, and into the dining hall. In this way, students from the USA have the opportunity to learn about the world right from the comfort of a globally diverse campus in Salisbury. During AY 2024-25, SU saw a slight increase in new enrollments of international students.



Celebrates 25 Years

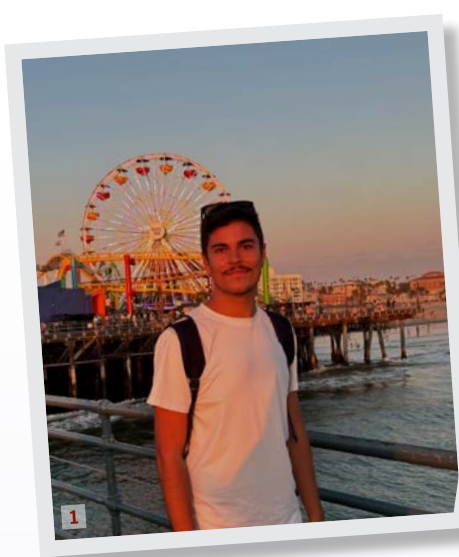
Enrollment in SU In Spain during summer has been larger since the pandemic than it has been in more than a decade thanks to contributions by faculty from across campus who have opened up instruction in Spain to more SU students.



More than two dozen SU students taking classes in business, health, and biology, alongside Spanish language, marked the 25th anniversary of SU In Spain during June 2025 through Salisbury University's historic partnership with the University of Málaga. The late Dr. Keith Brower, professor emeritus of Spanish, brought the first group of SU students to Málaga in June 2001. Over the years, the partnership has blossomed with hundreds of students from SU studying at

UMA and hundreds of Spanish students studying abroad at main campus in Salisbury, Maryland. SU students can study intensive Spanish for a full semester or a full year in the beautiful Mediterranean city of Málaga. Other students choose the shorter summer program with coursework in English or Spanish or both.

Dr. Ricardo Vázquez, assistant professor of Spanish, marked the 25th anniversary of SU In Spain by organizing a month-long exhibit



1. Antonio became the latest in a long line of exchange students from the University of Málaga when he spent the fall semester 2024 studying at main campus in Salisbury, MD, as part of the historic partnership between SU and UMA.
2. The Málaga Interior exhibit commemorated 25 years of partnership between SU and the University of Málaga. The exhibit ran in Conway Hall Exhibit Hall during spring 2025.
3. (From left) Dr. Eric Liebgold (Biology), Dr. Nitya Singh (Management), Dr. Sherry Maykrantz (Public Health), and Dr. David Phillips (Physical Education) taught SU students in the summer 2025 version of SU In Spain.

of art created by SU students while studying abroad in Málaga during summer 2024. The student artists – Donald Pasmore, Austin Greenlee, Eunice Huesca, and Andrea Gerber – are pursuing majors as diverse as actuarial science, elementary education, and creative writing, along with their studies of Spanish

During June 2025, four SU professors – none of whom was teaching at SU when Dr. Brower began the SU In Spain partnership 25 years ago – taught SU students during the summer version of the SU In Spain program. SU is preparing to welcome another exchange student from UMA to Salisbury in the fall 2025 semester and the next SU students to study abroad for a full semester in southern Spain have already begun to register for spring 2026.

Sophomore marketing major Caitlin Rupprecht spent the June between her sophomore and junior year studying international business with SU professor

Dr. Nitya Singh. “I think that it is really important for young adults, especially, to see that there is more to life than where they were raised, and to experience different cultures and lifestyles,” Rupprecht reflected. “I have only been here a month but I feel like I’ve experienced so much and I’ve tried so many new things, and I’ve met so many new people, and it has really affected me in a good way [...] I feel like the things that you learn here, you can’t learn anywhere else. You can only really gain that from experience.”

25 years

**SU and the University of Málaga
have exchanged hundreds of
students in both directions**

Continues to Expand

Adam, Lucy, and Cameron from the University of Stirling loved meeting Sherman at a Delmarva Shorebirds game as part of their adventures studying abroad at SU in spring 2025.



SU's strategic partnership with the University of Stirling in Scotland continued to grow and mature during AY 2024-25. The bilateral exchange program between the universities continues to move students in both directions every year. The three SU students who spent full semesters in Stirling were balanced by two Scottish, one Irish, and one English student who spent full semesters in Salisbury.

In addition, another 36 SU students spent three weeks during January term studying abroad on the SU In Scotland winter term program. For the second year, SU leased the Stirling Youth Hostel for the month of January. Students took classes at the University of Stirling campus and engaged with the local culture through a specially crafted series of cultural activities focusing on the culture and history of Scotland. Students also had enough free time to create their own adventures, traveling by train throughout Scotland and even to Paris and London.

The Perdue School of Business, under the leadership of Dr. Aaron Johnson, once again led the enrollment of SU students in the ever-popular International Marketing course. For the first time, the Department of History lent its expertise to the SU In Scotland. SU alumnus Madysen Eutsler (Class of 2017) followed her undergraduate career majoring in history at SU with two masters' degrees one earned in Scotland and the other in Ireland. She has served as



Ryehn, Tori, and Eden, all education majors from the Seidel School of Education, were among the more than 40 SU students who studied abroad during fall, winter, spring, or summer terms 2024-25 in Stirling, Scotland.

an adjunct lecturer in the Department of History since her return to the USA. During winter 2025, she taught a lower-level history core General Education course at the SU In Scotland site, the first time a history course has been taught abroad by SU faculty in many years. She also brought her expertise in Scotland to the entire program by organizing the excursions and supporting students throughout the experience.

The SU In Scotland opened a new front in AY 2024-25 with continued growth in the summer version during the month of June. Individual SU students have spent the month of June at the University of Stirling summer program for years but for the first time in AY 2024-25, SU sent a small group of four students during June. As the summer version of SU In Scotland continues to grow, the SU presence in Stirling, Scotland is increasingly a year-round experience.

43

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students studied abroad at University of Stirling in AY 2024-25 – SU students were in Scotland every term – fall, winter, spring, and summer

▶ National Student Exchange Leaps Forward

SU's membership in the National Student Exchange (NSE) made a strategic advancement in October 2024 when SU hosted professional advising staff from 40 different American and Canadian universities on campus in Salisbury on a campus familiarization visit programmed alongside the NSE national conference held in Alexandria, Virginia. The visit corresponded with one of the Fulton School of Liberal Arts, Fulton Friday celebrations. The visitors from

around American higher education were enchanted by the engagement of students, faculty, and staff on a picture-perfect fall Friday afternoon.

Professional staff were not the only ones to enjoy mobility through the NSE during AY 2024-25. SU students spent full semesters studying away for the same cost as a semester in Salisbury in southern Florida at Florida International University, and outside of New York City at the northern New Jersey campus, Montclair State University.

SU balanced the exchange by welcoming students from University of Wisconsin,



1. Daisy Soe (Class of 2025) is a communication major with a minor in law, justice, and advocacy who spent the fall of her senior year studying away at Florida International University in Miami for the same cost as a semester at SU.
2. None of the professional staff from more than 40 different American and Canadian universities had visited SU's campus before fall 2024. They left with a wonderful appreciation for the SU campus.
3. Seth Gibbons from the University of Indiana at Indianapolis had the chance to meet Maryland Governor Wes Moore during his junior year on exchange at SU.
4. SU senior Daniel Cruz wanted to build his professional network in the New York City job market, so he spent fall of his senior year studying away at Montclair State University in northern New Jersey.

Whitewater and the University of Indiana at Indianapolis to study as incoming exchange students in Salisbury. Wisconsin student Vitor Sasaya is an international student from Brazil earning his degree in Wisconsin. His fall semester of his junior year spent as an exchange student in Salisbury exposed him to another part of the American experience.

Junior history major Seth Gibbons from the University of Indiana, Indianapolis came to Salisbury for the fall semester 2024 intending to only stay for one term. He had such a positive experience that he decided to extend his stay for the spring term in order to spend his entire junior year at SU. Seth was actively involved in campus throughout the year and brought his Midwest charm and friendliness to the SU student body.



Based on advising appointments throughout AY 2024-25, SU expects to send its largest enrollment of students out on exchange with NSE during AY 2025-26, with students already registered for full semesters in Idaho, Alaska, Hawaii, and California, with more students yet to come.



8

SU students have spent full semesters or full years studying away in 7 different states or U.S. territories since SU joined the National Student Exchange in 2022.

› USDOS Bridge USA Program Leads the Way

The increase in enrollment of international students was driven by visiting exchange students and study abroad students associated with the curriculum of the English Language Institute (ELI). While some visiting students enter the USA using the USCIS F1 Visa program, most come through specific binational partnerships negotiated by SU with higher education partners around the world. The students study in the USA using the U.S. Department of State Bridge USA program, known more colloquially as the J-1 visa program. Visiting international students who study abroad for only a semester or a year in Salisbury bring their culture, language, and traditions with them on their study abroad program in Maryland and also bring home with them at the end of their experience the American perspective as it is reflected by students,

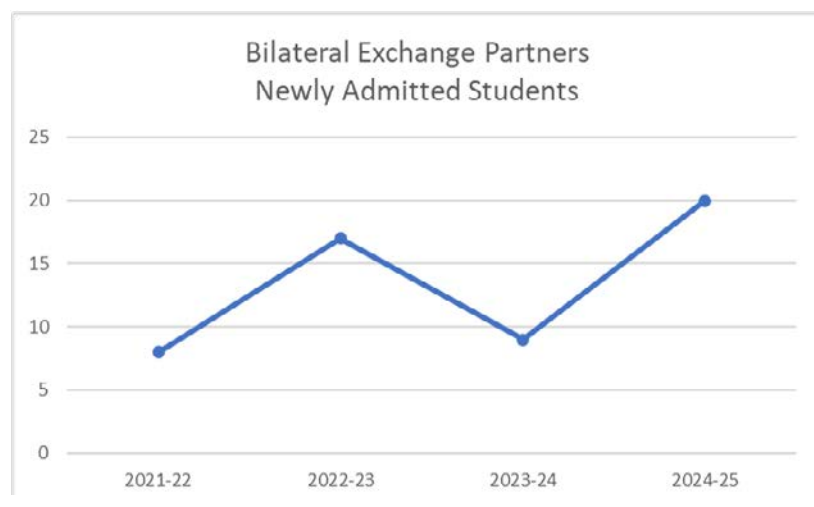
professors, professional staff, and the greater community on the Eastern Shore of Maryland.

In addition to the global diversity SU's incoming exchange students and study abroad students bring to campus, they also are powerful ambassadors to promote outgoing student mobility by SU students to the partner universities, institutions, and organizations in their home countries from which they come.

SU's partnership with the Grenoble Ecole de Management (GEM), nestled in the French Alps in Grenoble, France, is one such partnership that provides bilateral student mobility. GEM is one of SU's oldest global partners, dating to the early 1990s. For many years, early in the partnership, students came regularly from GEM to study in the M.B.A. program in the Perdue School of Business, but

14 SU students studied abroad for a full semester or year on international exchange programs while **15** students from around the world studied on international exchange at SU

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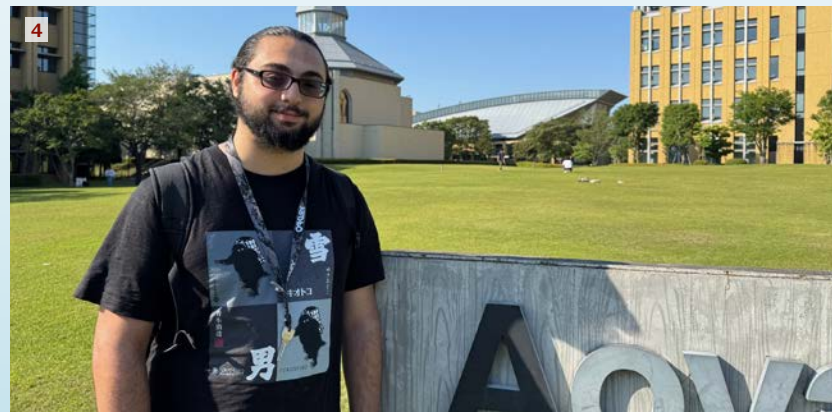


no SU students returned on exchange for full semesters in France. After a re-organization of the program in the late-2000s, SU students began to spend full semesters and even full years at GEM, but the number of GEM students studying at SU declined precipitously. After yet another reorganization of the program during the global pandemic, the exchange has begun to achieve the balance that has always been elusive. SU students from the Perdue School of Business are regularly studying full semesters in southern France, and GEM students are coming to the Perdue School of Business in equal numbers to study abroad in Maryland.

Aoyama Gakuin University (AGU) in Tokyo, Japan, is another of SU's bilateral exchange partners that flourished during AY 2024-25. AGU has been an attractive destination for SU students for semester-long and full-year study abroad since the partnership began during the global pandemic. SU students like studying in downtown Tokyo. AGU has a thriving international student program with students from around the world but visiting students also meet lots of local Japanese students earning their full degrees at AGU.

At the same time, AGU students have been regular participants in the exchange studying in a variety of academic programs at SU during the first few years of the partnership. The partnership is both strengthened by and in turn strengthens SU's small Japanese language program, which offers two semesters of instruction in Japanese language on main campus in Salisbury.

1. Corentine from the Grenoble Ecole de Management studied abroad in the Perdue School of Business during spring 2025.
2. Ashley (Class of 2025) spent the spring of her junior year studying abroad in France at the Grenoble Ecole de Management.
3. Mamoko from AGU in Tokyo spent the entire academic year 2024-25 studying abroad at SU.
4. Daniel (Class of 2027) majors in computer science at SU but spent his entire sophomore year studying on exchange at AGU in Tokyo.





English Language Institute Forms Another New Partnership

The English Language Institute (ELI) continued its pattern from the past 15 years of following partnerships and enrollment around the world. In the past, the ELI has brought large groups from the University of the Coast in Colombia, Anqing Normal University in China, Chonnam and Chonbuk National Universities in South Korea, University of Málaga in Spain, and multiple universities from Huila province in Colombia. Some of the projects lasted one year while others lasted multiple years. Together, the ELI has enrolled over 1,000 students from around the world and helped more than 100 of those students to continue to their undergraduate degrees at SU. The ELI students have brought cultural diversity and global learning to main campus in Salisbury while generating millions of dollars in revenue in tuition, housing, and auxiliary revenues for the university.

During AY 2024-25, the ELI began its

newest partnership with the Japan Study Abroad Foundation (JSAF) based in Tokyo. The new partnership with JSAF is possible thanks to SU alumnus Yutaro Hatta (Class of 2016). Hatta earned his undergraduate degree at SU's bilateral exchange partner in Tokyo, Aoyama Gakuin University. He then completed the M.A. TESOL program at Salisbury University. Following his graduation from SU, Hatta completed his Optional Practical Training (OPT) as an English teacher at Howard Community College in Maryland. Hatta joined JSAF as a staff advisor and quickly reached out to his former mentor, Dr. Sean Cooper, in the SU ELI.

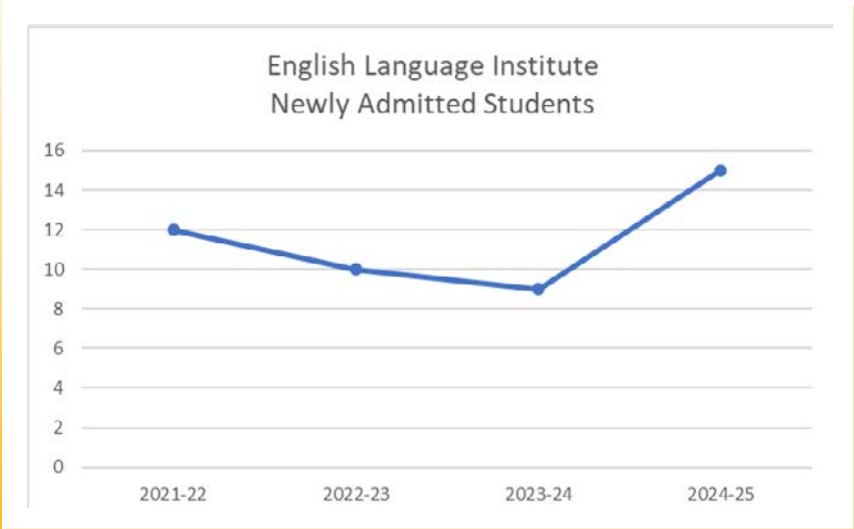
The first project between SU and JSAF has been their visiting student program, which brings Japanese students from dozens of different Japanese universities to study English and academic content in their home degree programs during full semester and full

year study abroad programs. JSAF sent to SU three students for full semester and two more for full year study abroad during AY 2024-25. Most spent at least one semester in the ELI while others studied full-time as visiting students in the undergraduate degree program.

The first initiative was so successful during AY 2024-25, that SU President Carolyn Lepre visited Tokyo in April along with Maryland Governor Wes Moore and signed an additional agreement with JSAF President and CEO Shinji Moriyama that will expand SU's partnership with JSAF to include degree-seeking students as well as continuing to enroll visiting students. More JSAF students have already registered to study in the ELI for fall 2025 as the partnership between SU and JSAF continues to grow.



1. Dr. Sean Cooper from SU's ELI, visited Tokyo in June 2025 to meet with JSAF leadership and to begin orientation for the newest JSAF students who will study abroad in Salisbury during AY 2025-26.
2. SU alumnus Yutaro Hatta (M.A. TESOL Class of 2016) helped to build the new partnership and met with Maryland Governor Wes Moore in Tokyo in spring 2025.
3. SU President Carolyn Lepre and JSAF President Shinji Moriyama have already expanded the new partnership between SU and JSAF by signing another new MOU in Tokyo.



More than **1,000** students have studied abroad from around the world at the SU English Language Institute in the past **16** years

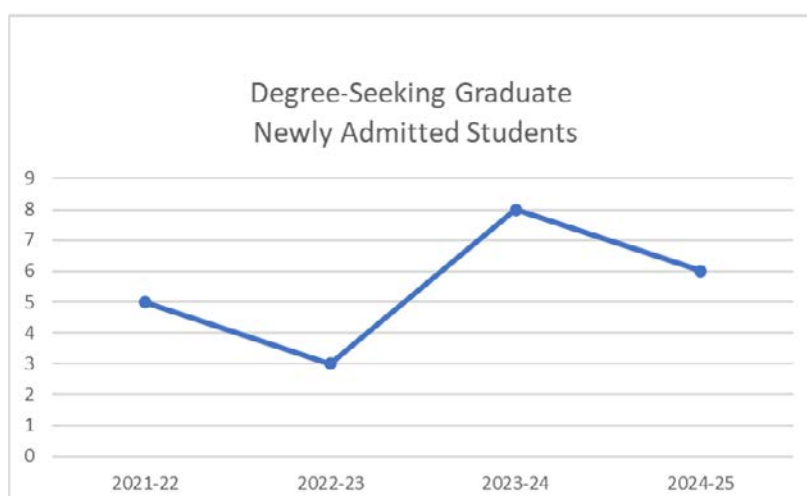
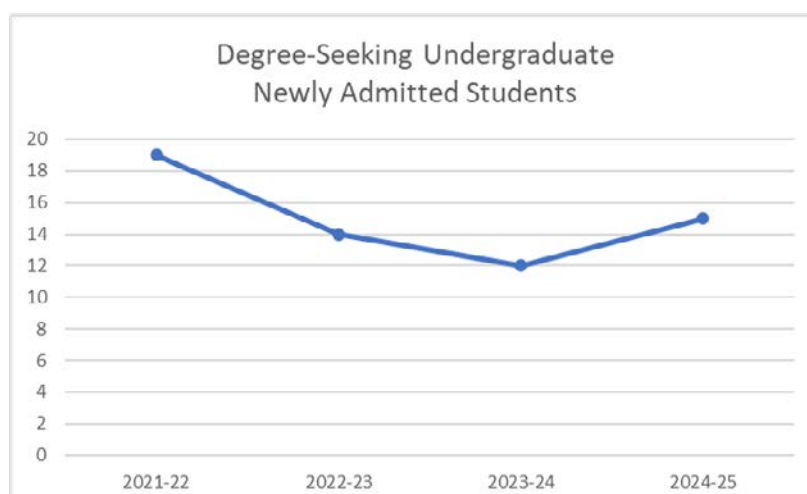
USCIS F1 Visa Program Struggles Against Political Headwinds

International student enrollment in SU's degree-programs has yet to recover from losses sustained during the global pandemic. Political pressure at the national level that has made getting and holding the F-1 international student visa more difficult, has created further challenges in the recruitment of degree-seeking international students. In addition, international students cannot enter the USA on a student visa for a completely online degree program. As SU's graduate programs have increasingly moved into online and remote modalities, it has become more difficult to recruit international students into the graduate programs as well.

Regardless of the challenges, SU enjoyed some exciting successes with degree-seeking international students during AY 2024-25. The M.A. in conflict resolution welcomed a special graduate student from the African nation of Djibouti this year. Kamil Mohammed is an

accomplished community activist in his hometown of Djibouti City. He uses his facility with six different languages to build bridges across communities that too often know conflict. Mohammed's reputation across ethnic groups throughout Djibouti made him an ideal partner for U.S. military forces stationed at this politically sensitive area located at the tight straight between the Gulf of Aden and the Red Sea.

Vice President of Inclusion, Access, and Belonging Zebediah Hall helped Mohammed to find a graduate internship in the Office for Diversity and Inclusion, where his cross-cultural skills are invaluable. SU only had the opportunity to recruit a leader of the caliber of Mohammed thanks to the recommendation of Maryland Secretary of Housing and former Salisbury mayor Jake Day. Secretary Day



met Mohammed while he was stationed in Djibouti with the U.S. National Guard several years ago. He was a strong advocate helping to advise Mohammed on the opportunity to study at SU.

The Seidel School of Education was enriched during AY 2024-25 with the graduation from the M.Ed. in education leadership by Peter Jabal from Ghana in West Africa. Jabal was a classroom teacher and political organizer in Ghana before making the long journey to study educational leadership with Dr. James Fox and the faculty in the M.Ed. in educational leadership. Jabal completed his two years of study in May 2025 with the honor of delivering the student commencement address at SU's graduate commencement ceremony. In his commencement address, Jabal reflected, "my education at Salisbury University has deepened my expertise, strengthened my ability to lead educational reforms, and provided me with research-driven solutions that will shape the future of education in Ghana."

Jabal will continue his education in the fall 2025 pursuing his doctorate in education leadership at Middle Tennessee State University studying with one of Dr. Fox's own mentors.



1. Secretary Jake Day and Kamil Mohammed were reunited at the groundbreaking ceremony for Blackwell Hall for the first time since they met in Djibouti five years ago.
2. Peter Jabal just minutes before delivering his commencement for SU's spring graduate commencement ceremony with one of his favorite professors, Dr. Jon Andes.



Dr. Joerg Tuske, philosophy, hosted visiting lecturers from Dongguk University in his class on campus in fall 2024 and taught SU and Dongguk students in Seoul during summer 2025.

▶ New Global Partnerships Continue to Bring New Opportunities

SU's global engagement has always depended on curating productive partnerships with universities and organizations around the world. Inside the USA, partners like CISI insurance, AIFS Abroad, and Collegiate Travel Planners make study abroad possible for SU students. The new partnership between the ELI and JSAF in Japan is just the latest example of a new global partnership that yields new international students on main campus in Salisbury. The partnership with Chonnam National University has strengthened Korean language instruction on main campus in Salisbury for years.

SU is always considering new partnerships and reviewing the ongoing portfolio of existing partnerships. The new partnership in AY 2024-25 with Sumy State

University in Eastern Ukraine is an example of a timely response to world events that might not have been a priority a decade ago but in 2024-25 can bring great richness in global learning to SU students for years to come.

SU launched a second bilateral exchange partnership in South Korea during AY 2024-25 with Dongguk University in Seoul. Dongguk is one of the few private Buddhist universities in the world, and it brings a new diversity to SU's East Asia efforts. The dean of the School of Buddhist Studies, Dr. Soonil Hwang, visited SU in the fall 2024 and lectured in the Buddhist Philosophy class of Dr. Joerg Tuske. SU welcomed its first incoming exchange students from Dongguk in the spring term, and the first SU students have been preparing since the spring to have their first semester

exchange at Dongguk's main campus in Seoul in the fall 2025. Dr. Tuske was invited during summer 2025 to teach as a visiting lecturer in Dongguk University's summer program and brought the first SU students with him to study abroad during summer term in Seoul. The new project with Dongguk is a result of the contacts and encouragement of Dr. KwangWook Gang in the Management Department in the Perdue School of Business.

While the initiative for the new partnership with Dongguk came from a professor and the new partnership with JSAF in Japan came from an SU alumnus, sometimes the initiative for a new global partnership comes from students. For many years, SU has been sending individual students one at a time to study abroad in Florence, Italy, through the oldest on-site study abroad provider in Florence, the Instituto Lorenzo de Medici (LDM). Although the individual students who studied at LDM always reported favorably about their experience, there was never enough energy or interest to pursue a bilateral partnership with LDM. Ellery Stamp (Class of 2025) and Caroline Daly (Class of 2025) were just another two students to be part of that long but small tradition when they studied abroad at LDM during the summer 2023. When they returned, however, they lobbied for SU to build a new partnership with LDM so more SU students could experience what they

were able to experience. "The opportunity to study abroad has taught me that I love to travel, be spontaneous, try new things, and adapt to the cultures around me. I am so lucky that I was able to study abroad with one of my best friends. We traveled every weekend, ate the best food, and learned so much in our wine marketing class. Our eyes were opened to the societies around us," Caroline shared at the time.

It took two years and helpful leadership from SU President Carolyn Lepre, but SU finalized a new bilateral partnership with LDM during spring 2025. The first SU student will study abroad through the new partnership during fall 2025. One of the most important opportunities for SU students in the new partnership is that SU will be able to be involved in the billing for the study abroad program at LDM, allowing financial aid, payment plans, and other SU financial resources to be able to be applied to the site.



Caroline Daly and Ellery Stamp both graduated in spring 2025, but will leave a legacy at SU through their advocacy for a new partnership between SU and LDM in Florence, Italy.

20+

Global partnerships managed by SU promote a variety of global engagements on every continent except Australia and Antarctica

▶ Visiting Global Scholars Bring Global Learning to SU Main Campus

Another of the strategies that SU pursues to bring global learning to all students is to invite visiting global teachers, scholars, artists, and researchers from around the world as guests on the SU faculty. During AY 2024-25, SU was privileged to host Dr. Yuriy Petrushenko as a Fulbright Foreign Scholar from Sumy State University in Sumy, Ukraine. Dr. Sarah Surak and Dr. Sandy Pope, both with the SU Institute for Public Affairs and Civic Engagement (PACE), were instrumental in bringing Dr. Petrushenko to SU and hosting him throughout his residency.

Dr. Petrushenko worked in PACE on projects designed for him to bring back to Ukraine as part of the eventual work that will need to be done to re-build civic life when the devastating war with Russia finally comes to an end. Dr. Petrushenko lectured around the USA at events hosted by Fulbright. He also brought his wisdom and experience with the Russian invasion of Ukraine to venues around the Eastern Shore of Maryland including local public schools and civic organizations.

Dr. Petrushenko ended his year of residency as a Fulbright Foreign Scholar by helping SU to sign a new memorandum of understanding (MOU) with his home university, Sumy State University. Sumy State is located in eastern Ukraine. It was bombed multiple times by Russian troops during Dr. Petrushenko's residency in Salisbury. The new MOU will allow SU professors to begin collaborating virtually with Sumy State University immediately. Hopefully, the partnership will allow SU faculty and students to support Sumy State in the eventual

reconstruction of Ukrainian higher education in a future post-war era.

Upon his return to Ukraine, Dr. Petrushenko was honored to be appointed to a national position as the head of the fund of the president of Ukraine to support education, science, and sports. Dr. Petrushenko reflected on his new appointment: "It is a great honor and at the same time a responsibility to contribute to the development of Ukrainian talents for the future of our country. There is a lot of work ahead, and we are open to ideas, initiatives, and partnerships."

Dr. Petrushenko shared the International Faculty House with a young colleague of Korean education from SU's oldest partner in South Korea, Chonnam National University (CNU). Cheolhan Jeon is the latest in a string of doctoral students from the Ph.D. program in Korean Education at CNU to spend a year in residence in Salisbury through the bilateral exchange program between the universities. The doctoral students from CNU provide all the instruction for Korean language classes at SU, continuing global learning and strengthening foreign language education for SU students on main campus in Salisbury.



Above Left: Cheolhan Jeon and his colleagues in the Ph.D. program at Chonnam National University have kept Korean language classes on main campus in Salisbury going for years.

Above Right: Dr. Yuriy Petrushenko brought the grave challenges faced by Ukrainian universities to life for the Salisbury University community and throughout the USA.

Conclusions



The Tomorrow Is on the Horizon International Annual Report 2024-25 only includes a few highlights from SU's current global engagement. There are seeds of possibility all around that provide the promise for many more highlights in future annual reports. Higher education global engagement is more complicated than ever. From politics, economics, and legal liabilities to changing markets, academic integration, and security concerns there is much to manage and negotiate. Still, the need for an American citizenry and an American workforce that is comfortable with the world and appreciative of international cultural diversity has never been more critical. U.S. higher education has a role to play in shaping this outlook in the American public. Managing the many complexities involved in organizational global engagement at a time of resource scarcity is the challenge of the day for all American universities. SU has decades of growth in international engagement and a global portfolio of institutional friends and allies curated over many years that put the university in a position to continue to develop its global engagement in the future. The challenge is clear. SU's current and future students depend on the outcome.





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