

## 2010-2011 Academic Affairs - International Affairs

Section	Document Name
Goals and Objectives	• <a href="#">How satisfied are you with the following orientation programs.png</a>
Goals and Objectives	• <a href="#">IUPUI International Student Enrollment.png</a>
Goals and Objectives	• <a href="#">Number of Students in Study Abroad Program.png</a>

### Mission

#### Vision

Universities have a key role to play in furthering global competence, understanding, and collaboration. IUPUI, with its broad range of programs and commitment to civic engagement, can be at the forefront of such efforts. By encouraging the increased internationalization of IUPUI, the OIA hopes to make IUPUI, and all of Indiana, a global crossroads.

#### Mission

The OIA is a comprehensive office of international education and program development, established in 1988 to “stimulate, coordinate, and serve as a focus for international activities on the [IUPUI] campus.” Our mission is to enable IUPUI to achieve its international potential by pursuing the following goals.

Implementation Strategies	Performance Indicators/Milestones	Person(s) Responsible
<b>Goal I: IUPUI's internationalization is guided by innovative <u>strategic planning</u> derived from cross-campus conversations, reflecting state-of-the-art knowledge, and resulting in cost-effective, synergistic initiatives and programs.</b>		
I.1. Engage in a continuous process of planning, assessment, and improvement with respect to the internationalization of IUPUI.	I.1.a. Track and analyze selected dimensions of campus internationalization. (From the American Council on Education's DCI) I.1.b. Contribute international perspectives to major initiatives and planning efforts at IUPUI. I.1.c. Produce and disseminate news, reports, and other information on IUPUI's international activities, students, and faculty.	Projects and Programs (P&P) group
I.2. Convene cross-campus committees and engage in dialogue aimed at advancing schools' international initiatives and activities.	I.2.a. Establish and support campus-wide committees for internationalization. I.2.b. Consult with at least 10 units on their internationalization activities. I.2.c. Identify, pursue, and/or assist units in applying for funding and other support that increases the level of international activity at IUPUI.	P&P
I.4. Ensure OIA staff have state-of-the-art knowledge in their areas of responsibility.	I.4.a. Provide OIA staff with opportunities for on-going professional development and active participation in national and international conversations on internationalization	AVC, Business Manager
<b>Goal II: IUPUI is an <u>internationally diverse community</u>, in which students, faculty, scholars, and staff from different nations interact in a regular and meaningful fashion.</b>		
II.1. Operate from a comprehensive and effective approach to International Enrollment Management.	II.1.a. Collaborate effectively with Enrollment Services and other units. II.1.b. Use strategic planning to move IUPUI's international enrollments toward a level at or above its peers.	AVC, Assistant Dean
II.2. Develop and implement a robust, multifaceted student recruitment program.	II.2.a. Engage in robust set of outreach activities that result in large numbers of contacts. II.2.b. Track and analyze yield of applicants from prospects. II.2.c. Maintain continuous communication stream throughout all stages of enrollment process. II.2.d. Use IT to increase efficiency and quality of service.	Director of Admissions, Assistant Director of Recruitment
II.3. Track and analyze the admission and enrollment		

II.3. Communicate with and admit well-qualified student applicants in a timely and effective manner.	II.3.a. Track and analyze the admission and enrollment yields of applicants admitted who enroll. II.3.b. Maintained or enhanced speed of processing applications.	Director of Admissions, Data Systems Analyst
II.4. Provide expert visa counseling and processing for international students and scholars.	II.4.a. Enhance response times for student and scholar requests. II.4.b. Interpret and communicate regulations to stakeholders in a timely and effective manner. II.4.c. Policies and procedures developed, enhanced, and effectively communicated.	Assistant Director for Scholar Services, Associate Director for Student Services
II.5. Provide effective and timely welcoming and orientation services for international students and scholars.	II.5.a. Use IT to increase efficiency and quality of service. II.5.b. Develop and enhance appropriate Orientation content. II.5.c. Integrate Arrival Services into the Student Services section of OIA. II.5.d. Continue to enhance welcome and orientation processes and procedures.	Assistant Director for Scholar Services, Associate Director for Student Services, Program Coordinator
II.6. Provide innovative and effective programming that facilitates campus engagement and integration of international students and scholars.	II.6.a. Develop and deliver at least 10 high quality programs per semester.	Assistant Director for Scholar Services, Associate Director for Student Services
II.7. Maintain and advance International House as a model living-learning community.	II.7.a. Maintain maximum occupancy with diverse mix of students. II.7.b. Deliver relevant and well-attended programming involving I-House occupants.	Program Coordinator
II.8. Collaborate with the Multicultural Center, the Special Assistant Chancellor for Diversity, Equity, and Inclusion, and similar units to support campus diversity goals and initiatives.	II.8.a. Engage in regular communication in areas of significance. II.8.b. Collaborate on joint activities.	P&P
<b>Goal III: IUPUI students are fully engaged in <u>global learning</u>, with particular emphasis on their abilities to analyze, interact with, and contribute to the wider world.</b>		
III.1. Integrate global learning and study abroad into degree programs, general education, and campus-wide curricular initiatives.	III.1.a. Support the internationalization of general education and campus-wide initiatives. III.1.b. Support the internationalization of school and departmental curricula.	Director of Curriculum Internationalization
III.2. Provide high-quality study abroad experiences for a growing number of IUPUI students.	III.2.a. Support the development and operations of study abroad programs, especially those that meet the distinctive needs, goals, and capabilities of IUPUI students. III.2.b. Increase scholarship funding for study abroad. III.2.c. Offer professional development programs for faculty directors and student advisors. III.2.d. Increase activity in publicizing programs and recruiting students for study abroad. III.2.e. Develop and enhance policies and planning for advancing study abroad.	Director of Study Abroad
<b>Goal IV: IUPUI uses <u>partnerships</u> as a central means of internationalization, creating robust</b>		



collaborations that advance research, teaching, and service for all who participate.		
IV.1. Develop an appropriate and effective portfolio of international partnerships for IUPUI.	IV.1.a. Support and coordinate IUPUI's program of Strategic Partnerships.  Assist faculty, schools, and other units in developing specific collaborations of interest to them.  IV.1.c. Host international visitors and engage in conversations about potential collaborations.	P&P
IV.2. Use IT to advance international collaboration for teaching, research, and applied work.	IV.2.a. Pilot and support the development of collaborative, interactive, distance learning courses and modules.  IV.2.b. Advance the use of IT to facilitate international communication and collaboration for research, creative activity, and professional application.	P&P
IV.3. Support the Center on Southeast Asia as a focal point for research, teaching, and applied work in that part of the world.	IV.3.a. Advance partnerships with institutions in Southeast Asia.  IV.3.b. Support faculty with an interest in Southeast Asia.  IV.3.c. Support teaching and public programming about Southeast Asia.	AVC
<b>Goal V: International perspectives and collaboration will be hallmarks of research, creative activity, and professional application at IUPUI.</b>		
V.1. Support faculty, scholars, staff, and students in advancing the international components of their research.	V.1.a. Assist these groups in developing their projects and identifying potential sources of funding.	Director of Partnerships
<b>Goal VI: IUPUI will offer co-curricular programming and engage with the community in ways that extend international understanding and knowledge on campus and across Indiana.</b>		
VI.1. Work with other units to develop a lively international atmosphere at IUPUI.	VI.1.a. Offer or co-offer at least 20 festivals, performances, lectures, films, and exhibits.  VI.1.b. Collaborate with the Multicultural Center and division of student life on cross-cultural programming.  VI.1.c. OIA staff serve as advisors for student organizations.	Communications, curriculum internationalization
VI.2. Serve as a major international resource for Indianapolis and Central Indiana.	VI.2.a. Consult and collaborate with local organizations.	All
<b>Goal VII. OIA is managed in a productive, cost-effective manner that achieves IUPUI's internationalization goals. [new goal]</b>		

## Goals and Objectives

☒ Goal I: IUPUI's internationalization is guided by innovative strategic planning derived from cross-campus conversations, reflecting state-of-the-art knowledge, and resulting in cost-effective, synergistic initiatives and programs.

☒ I.1. Engage in a continuous process of planning, assessment, and improvement with respect to the internationalization of IUPUI.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2010-2011:

I.1.a. Tracked and analyzed selected dimensions of campus internationalization.

- Continued participation in the International Student Barometer, administered worldwide by the i-Graduate Group.
- Developed a tracking system for processing and archiving Memoranda of Understanding with partner institutions.

I.1.b. Contributed international perspectives to major initiatives and planning efforts at IUPUI.

- The Associate Vice Chancellor participated in the New Academic Directions subcommittee (university-wide initiative)

Continued to play a leading role in advancing the RISE initiative including working with the Registrar to develop a system which will more accurately track the completion of "I-International Study" experiences.

- OIA Staff attended and contributed to all reaccreditation town halls. Director of Curriculum Internationalization served on Criterion Four committee.

I.1.c. Produced and disseminated news, reports, and other information on IUPUI's international activities, students, and faculty.

Submitted successful nomination for IUPUI for the Senator Paul Simon Award through NAFSA: Association for International Educators.

Updated the look and feel of OIA websites, beginning with student recruitment and international home page.

Submitted a 10-year report for reaccreditation detailing 1) major accomplishments, 2) current status, and 3) plans for the next five years as they relate to teaching and learning; research, scholarship and creative activity; and civic engagement locally, nationally, and globally.

- Produced monthly newsletters to send to students and interested faculty and staff on Study Abroad and International Student Services.
- Published annual International Student Enrollment report showing trends in international student enrollment.
- Published Fall 2010 OIA Newsletter <http://international.iupui.edu/news/fall-10/>
- Developed 16 features which appeared on the IUPUI home page.

Developed 18 media releases:

- o <http://newscenter.iupui.edu/4761/IUPUI-International-Student-Services-Director-Sandra-Lemons-selected-for-EducationUSA-delegation-to-Africa>
- o <http://newscenter.iupui.edu/4810/IUPUI-Student-Competes-for-Top-Prize-in-National-Geographic-Photo-Contest-Cast-Your-Vote>
- o <http://newscenter.iupui.edu/4816/New-iAbroad-Study-Abroad-System-Improves-Process-for-Students>
- o <http://newscenter.iupui.edu/4937/Sutton-Appointed-Senior-Advisor-for-International-Initiatives-at-Brvn-Mawr-College>
- o <http://newscenter.iupui.edu/4965/IUPUI-Names-Linda-Haas-as-Interim-Associate-Vice-Chancellor-for-International-Affairs-Associate-Vice-President-for-International-Affairs>
- o <http://newscenter.iupui.edu/4967/2-+-2-Programs-Deepen-Ties-Between-IUPUI-and-Sun-Yatsen-University>
- o <http://newscenter.iupui.edu/4971/Princess-of-Thailand-Visits-IUPUI-Receives-Honorary-Degree-from-IU>
- o <http://newscenter.iupui.edu/4982/Two-IUPUI-Students-Receive-National-Gilman-Scholarships-to-Study-Abroad>
- o <http://newscenter.iupui.edu/5032/IUPUIs-International-Opportunities-Showcased-at-7th-International-Festival>
- o <http://newscenter.iupui.edu/5057/McIntosh-named-Cornell-College-Presidential-Fellow-for-Summer-2011>
- o <http://newscenter.iupui.edu/5060/Candidates-for-International-Affairs-Position-to-Visit-IUPUI>
- o <http://newscenter.iupui.edu/5068/IUPUI-Receives-Simon-Award-for-Comprehensive-Internationalization>
- o <http://newscenter.iupui.edu/5075/From-the-Desk-of-the-Chancellor-March-21-2011>
- o <http://newscenter.iupui.edu/5128/Moving-Beyond-TearsIndianapolis-to-Host-1st-North-Americawide-Rwandan-Genocide-Commemoration>
- o <http://newscenter.iupui.edu/5181/IUPUI-Appoints-Gil-Latz-of-Portland-State-as-IUPUI-Associate-Vice-Chancellor-for-International-AffairsIU-Associate-Vice-President-for-International-Affairs>
- o <http://newscenter.iupui.edu/5211/From-the-Desk-of-the-Chancellor-June-6-2011>
- o <http://newscenter.iupui.edu/5311/Record-International-Student-Enrollment-at-IUPUI-First-Time-More-than-300-Students-Come-From-a-Single-Country---China>
- o <http://newscenter.iupui.edu/5325/Moi-University-MSc--International-Health-Research-Ethics-Students-Visit-IUPUI>

I.1.d. Engaged in continuous dialogue with OVPIA and other university administrators on IU's policies, interests, and concerns that have international dimensions.

AVC served on the OVPIA-appointed Offshore Committee and Affiliations Committee.

Study Abroad director served ex-officio on Overseas Safety Advisory Council (OSAC)

**Evidence of Progress for 2010-2011:**

The successful proposal for the Simon Award for Internationalization reflected a comprehensive analysis of the dimensions of IUPUI's internationalization, which was further detailed in the ten-year accreditation reports.

**Activities planned for 2011-2012:**

I.1.a. Track and analyze selected dimensions of campus internationalization.

Implement new data management system which will allow for much better tracking of study abroad participation in the future.

Document school and department participation in curriculum internationalization efforts (professional development, use of Global Crossroads, and international committees).

I.1.b. Contribute international perspectives to major initiatives and planning efforts at IUPUI.

Continue to contribute to the IUPUI RISE and Enrollment Shaping Initiatives through comprehensive support for IUPUI study abroad programming and execution of strategic international recruitment plan.

Continue to serve on IUPUI Common Theme steering committee to plan campus events and programming.

I.1.c. Continue to produce and disseminate news, reports, and other information on IUPUI's international activities, students, and faculty.

Publish weekly "International News" updates including news on international activities from schools across campus.

Update all four OIA websites (OIA, Study Abroad, International Admissions, International Student & Scholar Services) for improved usability and search engine optimization.

Continue to create monthly Study Abroad and International Student Newsletters.

With IMIR, conducted a student needs assessment for study abroad.

Continue to publish international student enrollment reports



- I.1.d. Engage in continuous dialogue with OVPIA and other university administrators on IU's policies, interests, and concerns that have international dimensions.
- AVC will contribute to offshore committee's transfer agreement protocol with OVPIA.
- Collaborate with risk management, university counsel, etc. on appropriate policies for study abroad programs and implementing existing IU policies on programs abroad.

☑ I.2. Convene cross-campus committees and engage in dialogue aimed at advancing schools' international initiatives and activities.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

- I.2.a. Established and supported campus-wide committees for internationalization.
  - International Council on hold until new AVC begins in 2012.
  - Convened the International Enrollment Advisory Committee to discuss international enrollment policy developments and seek input on development of visiting international student programs
  - Continued convening the Kenya, Mexico, and India interest groups.
  - Partnership development with Sun Yat-Sen University continued actively through the OIA's involvement with the Confucius Institute.
  - Held monthly meetings of the campus-wide Study Abroad Advisory Committee to explore how encourage students to study abroad, how to promote participation throughout all schools and to address impediments to student participation and program operation.
  - AVC was appointed to the advisory committee for the IU Center on Global Health.
- I.2.b. Consulted with at least 10 units on their internationalization activities.
  - Maintained regular consultation with at least 15 academic schools and other units on their internationalization activities, as well as the Multicultural Success Center, Student Life, the Honors College, the Office for Research, University College, and the Center for Service & Learning.
- I.2.c. Identified, pursued, and/or assisted units in applying for funding and other support to increase the level of international activity at IUPUI.
  - Continued to play a major role in the International Development Fund program.
  - Continued to assist units in applying for external funding, both one on one with faculty and with information from institutional perspective
  - Implemented enhanced study abroad scholarship program by offering 37 additional scholarships with campus scholarship funding received in support of the RISE initiative.

**Evidence of Progress for 2010-2011:**

Study Abroad Advisory Committee is serving to increase and improve school to school communication with the participation of the Study Abroad Office. Because of the OIA leadership transition during 2010-2011, staff have focused on maintaining relationships.

**Activities planned for 2011-2012:**

- I.2.a. Continue campus-wide committees and Faculty Interest Groups to promote internationalization.
  - Continue to convene the India Interest Group with a view to implementing partnership development with the University of Hyderabad
- I.2.b. Consult with at least 10 units on their internationalization activities.
  - Continue regular consultation with academic schools and other units on their internationalization activities.
  - Continue to work with departments on partnership development, curriculum internationalization, study abroad program development, and international student recruitment initiatives.
  - Facilitate the internationalizing the course faculty learning community established in May 2011 through convening regular meetings and providing access to resources.
  - Collaborate with the Center for Service and Learning in facilitating the International Service Learning Teaching Circle.
- I.2.c. Identify, pursue, and/or assist units in applying for funding and other support that increases the level of international activity at IUPUI.
  - Establish a modest grant program for student organization programming on international themes.

☑ I.3. Ensure OIA staff have state-of-the-art knowledge in their areas of responsibility.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

- I.3. Provided OIA staff with opportunities for ongoing professional development and active participation in national and international conversations on internationalization.
  - Continued OIA Staff Travel Grant, awarded to International Scholar Advisor, to participate in School of Education study abroad program to Thailand.
  - Gave presentations and participated in national and international organizations to highlight and advance IUPUI's internationalization efforts (including NAFSA - Association for

International Educators, AIEA, American Educational Research Association)

Communications manager attended media relations training with Borshoff communications agency offered by External Affairs.

- OIA Staff gave presentations:
  - NAFSA: Association of International Educators
    - Assistant Dean on International Student Recruitment
    - Study Abroad Director on Study Abroad
  - ACE: Due to transition at ACE (Have eliminated the key International Position, no activity with ACE this year.
  - EducationUSA Middle East and North Africa Regional Advisors conference in Qatar: Assistant Dean was a panelist on building international partnerships
  - American Educational Research Association
    - Director of Curriculum Internationalization presented a paper on RISE and International Service Learning
- OIA staff attended:
  - NAFSA: Association of International Educators
    - Representatives from International Admissions, Study Abroad, and International Student & Scholar Services, as well as OIA leadership
  - AAC&U (American Association of Colleges and Universities) Annual Meeting: [Global Positioning: Essential Learning, Student Success, and the Currency of U.S. Degrees](#)
    - Director of Curriculum Internationalization
- Professional Service
  - Assistant Dean served on NAFSA Membership Committee as regional liaison and ethics coordinator
  - AVC served as President-Elect for Association of International Education Administrators
  - AVC served as chair of NAFSA International Education Leadership Knowledge Community
  - Director of Curriculum Internationalization served on awards committee for the Comparative and Internationalization Society.
- Numerous OIA staff have taken advantage of on-campus technology training and professional development opportunities (e.g., IT Training offered through UITIS).

#### Evidence of Progress for 2010-2011:

OIA Staff have remained active in national conversations related to campus internationalization and participated in professional service opportunities.

#### Activities planned for 2011-2012:

I.3. Provide OIA staff with opportunities for ongoing professional development and active participation in national and international conversations on internationalization.

- Continue the OIA Staff Travel Grant
- Continue to support that OIA Staff attend and present at relevant professional meetings.

▶ Goal II: IUPUI is an internationally diverse community, in which students, faculty, scholars, and staff from different nations interact in a regular and meaningful fashion.

☑ II.1. Operate from a comprehensive and effective approach to International Enrollment Management.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2010-2011:

II.1.a. Used strategic planning to move IUPUI's international enrollments toward a level at or above its peers.

- Continued implementation of recruitment initiatives based on strategic plan for international student recruitment, with particular focus on China, India, and the Middle East.
- Continued to develop 2 + 2 dual degree programs for undergraduates in six majors.

II.1.b. Collaborated effectively with Enrollment Services and other units.

- Continued to attend Admissions, Enrollment Services, University College, etc. meetings.
- Continued to convene campus-wide International Enrollment Advisory Committee.

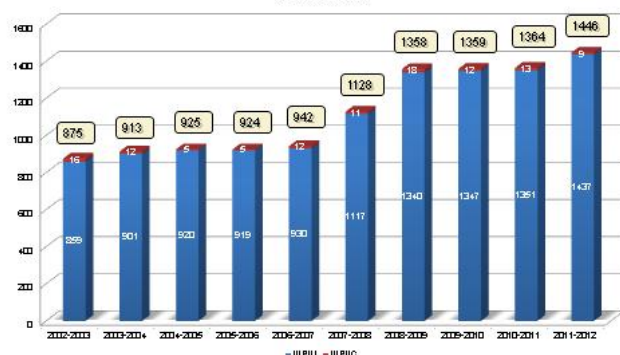
#### Evidence of Progress for 2010-2011:

IUPUI enrolled a record number of international students for Fall 2011. Additional enrollment information is available at <http://international.iupui.edu/campus/enrollment-report2011.pdf>. Based on the Institute of International Education's Open Doors Survey, IUPUI's international enrollment growth for the population included in this survey (+4.3%) ranked sixth among its 12 official peer institutions. Five peer institutions reported declines in international enrollment for Fall 2010.





### IUPUI International Student Enrollment Fall Enrollment



**IUPUI** INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS

#### Activities planned for 2011-2012:

##### II.1.a. Use strategic planning to move IUPUI's international enrollments toward a level at or above its peers.

Analyze enrollment data to discern origin of IUPUI undergraduate enrollments, feeder institutions, and indications for reshaping institutional policy and/or strategy to support international student enrollment. For example, in 2012, conduct an analysis of English proficiency requirements for international undergraduate students to determine whether further support or change in requirements is indicated.

- Mine new data collected on e-app to learn more about the reasons that shape international students' decisions to enroll at IUPUI to inform and shape recruitment strategies.
- Identify ways to increase survey response rates for newly enrolled international undergraduates.

After analysis of data and review of 2010-2011 recruitment initiatives, develop recruitment strategy for travel and special projects for 2012. Update strategic plan to increase undergraduate enrollment.

Continually assess policies, costs, and enrollment trends at peer institutions and at the national level to gauge IUPUI competitiveness in recruiting students in the international market.

- Provide an annual report of faculty/staff international recruitment efforts to academic deans.

Review scholarship policy to see if there are adjustments that can be made to accommodate exceptional international students who may lack American standardized test scores.

Integrate international admissions and recruitment activities through changes in organizational structure, reporting lines, and staff responsibilities with the goal to create an integrated environment for the recruitment and enrollment of international students at the graduate and undergraduate level.

##### II.1.b. Collaborate effectively with Enrollment Services and other units.

- Consult with School of Liberal Arts on feasibility review and implementation strategies for establishing an IUPUI Intensive English Program for students who need to develop academic English proficiency to be admitted.
- Director of International Admissions and Director of Undergraduate Admissions will meet on a monthly basis to discuss collaborative efforts to accomplish the goals of the Enrollment Shaping Initiative.
- Communicate on a routine basis with Graduate School administrators and staff to collaborate on enforcement of graduate admissions policy and process and share admissions systems technology to enhance communication with Graduate Program Directors
- Communicate routinely with the Graduate School, Admissions, administrators and advisors involved in the admission, enrollment, and retention of international students during the implementation of the new international admissions module, SUNAPSIS, with regard to changes in business practices and processing capabilities.

#### ☑ II.2. Develop and implement a robust, multifaceted student recruitment program.

##### Campus Planning Theme:

##### Secondary Goals:

##### Sub Unit:

##### Time Frame:

#### Actions taken for 2010-2011:

##### II.2.a. Engaged in robust set of outreach activities that result in large numbers of contacts.

- Continued development of communication streams for all stages of the inquiry, admission, and enrollment process.
- Focused on activities to maximize yield of admitted students, including hosting two yield events in India in the spring, and utilizing the International Student Ambassadors to do admitted student phone outreach to encourage enrollment.
- Worked across all campus academic and service units to ensure that strong mechanisms are in place to support the welcoming and enrollment of new international students
- Continued involvement of current international students in programs such as the International Student Ambassadors' Program, International Peer Mentoring Program and other initiatives to welcome new international admits into the IUPUI community.



- Continued development of the IUPUI “brand” internationally
  - Participated in an IUPUI-focused media event in India that resulted in \$100,000 worth of press coverage for IUPUI
- Continued assessment and analysis of IUPUI and national & international enrollment trends to identify new markets for strategic recruitment; attended recruitment events in Brazil, Peru, and Colombia to explore those emerging markets.
- Expanded IUPUI’s web-recruiting capacity through new contracts for in-country web profile hosting with Hotcourses.com and Zinch China.
- Facilitated completion of six 2 + 2 dual degree program articulations with Sun Yat-Sen University (Media Arts & Sciences, Computer Science, Electrical Engineering, Mechanical Engineering, Public Affairs, and Business), likely to attract an increase in Chinese students to IUPUI.
- Leveraged competitive and admission-based scholarship programs for strategic recruitment, especially the new Chancellor’s Award.
- Developed opportunity for overseas advisor to visit IUPUI by planning first annual overseas high school counselor fly-in program for summer 2011.

Worked with ELS to develop plan for transition of ELS to off-campus location.

Commissioned and engaged current international students in the production of a new international recruitment video.

Hired an international recruitment graduate assistant to support recruitment initiatives and coordinate international ambassadors program.

## II.2.b. Effective use of IT to increase efficiency and quality of service.

- Continued to develop infrastructure for tracking prospects and communications with prospective students at all stages of the admissions and enrollment process, resulting in a prospect database that configures data into batch uploadable files for entry into SIS. This facilitated the transfer of responsibility for international prospect student data from Admissions Center to OIA.
- Implemented system(s) for tagging prospective student records with the recruitment activities that generated the lead, along with development of reports to provide information for effective data analysis.

## Evidence of Progress for 2010-2011:

Goals successfully met; we are continuing the ongoing process of focusing on strategies that are most productive.

## Activities planned for 2011-2012:

### II.2.a. Engage in robust set of outreach activities that result in large numbers of contacts.

- Continue assessment and analysis of IUPUI and national & international enrollment trends to identify new markets for strategic recruitment
- Broaden our international student market by engaging in international recruitment travel to new regions both abroad and in the U.S.. Examples include outreach to southern Africa, and more internationally-focused domestic travel, such as increasing our presence at transfer student fairs, and coordinating with domestic admissions to engage in regional high school outreach to schools with large international student populations.
- Utilize the Faculty International Recruitment Fellowship for expanded outreach to cities or countries to which OIA staff/faculty will not be traveling, or to help us cultivate higher quality contacts in the places to which we will be traveling.
- Expand outreach to various regions by increasing our web presence with Hotcourses.
- Expand the International Ambassador program from the applicant-only stage to also engage prospective students from the point of initial contact, through the application process, and ease the transition between each stage of the admission process. Utilize this program to diversify our outreach to include personal phone calls, Skype chats, and various social media platforms such as Facebook, QQ, and RenRen.
- Continue to cultivate leads from our web lead contracts with Hotcourses and Zinch China by improving our web content and effective follow up.
- Continue to focus on activities that maximize yield of admitted students, including hosting yield events abroad during the spring travel season.
- Continue development of the IUPUI “brand” internationally through various methods of outreach.
- Continue our international high school counselor fly-in program in order to increase our visibility and develop lasting relationships with overseas high school counselors.
- Develop an overseas advisor/high school counselor e-newsletter in order to maintain communication with our contacts abroad, and to keep them abreast of IUPUI news and opportunities.
- Through the web, campus contacts, overseas advisor contacts, and travel, widely distribute our new international recruitment video to generate interest in IUPUI.
- Develop and implement programs specifically targeted to the recruitment of students in the ELS program in Indianapolis. These programs, held quarterly, may include presentations, workshops, on-campus classroom visits, etc.
- Create new recruitment publications such as a well designed scholarship poster and counselor quick reference sheet to include in mailings to all contacts included in our recruitment database and to dispense during recruitment travel.
- Participate more fully in EducationUSA opportunities such as weekly updates and virtual country specific presentations to form strong working relationships with overseas advisors.
- Visit embassy missions that administer sponsored student programs during the fall and spring to encourage referrals of undergraduate students; provide academic advising reports with regard to the academic progress of enrolled sponsored students to their respective advisors. Remove barriers to communicating academic progress to academic advisors at the sponsoring organization by developing routine reporting mechanisms.
- Evaluate feasibility of holding alumni events during recruitment travel and other alumni development.

### II.2.b. Effective use of IT to increase efficiency and quality of service.

- Develop a contact database in order to ease distribution of information to overseas contacts.
- Continue to improve outreach to student leads we receive through our web directory contracts with Zinch China and Hotcourses.
- Continue to evaluate our prospect data collection practices in order to maximize communication opportunities with leads we generate through travel.
- Redesign the International Admissions webpage for improved navigation.
- Utilize EducationUSA virtual country-specific workshops as essential training tool to learn about educational systems and scholarship programs as well as meet Education USA advisors. Participate in EDUSA virtual fairs to market IUPUI and recruitment of students.



- Continue to analyze data from Google Analytics to optimize searches.
- Evaluate and implement opportunities for use of SUNAPSIS to facilitate recruitment-related outreach.

☑ II.3. Communicate with and admit well-qualified student applicants in a timely and effective manner.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

II.3.a. Enhanced communications with applicants to increase yield.

- Throughout all communications, maintained the “personal touch” that is one of IUPUI’s strengths.

Continued to review and improve communications stream as necessary to meet student needs.

Developed a system to share pre-arrival communications with academic department to prevent gaps in knowledge, conflicting information, and duplicated efforts across campus.

Developed a system of pre-arrival and settlement support for graduate students staffed by volunteers. Created a listserv for newly admitted graduate students to ask questions and be assisted by current graduate student volunteers.

Trained a team of International Peer Mentors to serve as “Outreach Assistants” to newly admitted students.

Improved training for International Peer Mentors to enable them to more effectively handle pre-arrival questions from admitted students.

II.3.b. Maintained or enhanced speed of processing applications.

- Systems: Developed new denial codes in SIS for more specific tracking of reasons why student applications were rejected. Created new conditional admit codes to distinguish between academically eligible students whose admission is pending submission of English language proficiency documentation and students whose admission is pending submission of financial documents.
- Columbus processing: Worked with the Columbus campus to better meet the needs of that campus in the area of international admissions and advising. Trained relevant staff involved in processing international applications and advising international prospects and admitted students.
- Online applications: Continued working with the developers to add improvements to the graduate online application based on feedback from graduate department contacts.
- Purdue application processing: Prepared and planned for the transition of Purdue master’s degree-seeking admission decisions through the IUPUI Graduate Office (previously conducted through Purdue Graduate Office in West Lafayette). Identified and resolved inconsistencies in admission policies and procedures for international students between Purdue and IU programs on the IUPUI campus. Worked with both Graduate Offices to better coordinate processing. Developed new standardized paragraphs for the admission confirmation letters. Trained department contacts on the new flow for processing.
- Academic evaluations for graduate applicants: Developed a new route sheet format which summarizes an applicant’s academic credentials in a format that is user-friendly and appropriate for both IU and Purdue programs at IUPUI.
- International Graduate Admissions Workshop: Worked with international student services to redesign the workshop format into a morning admissions workshop and an afternoon advising/welcome services workshop.
- Communications & Technology: Used the OnBase subscription service to automatically print emails for undergraduate communications to the applicants’ electronic file in OnBase.

Library resources: Continued with the re-organization of the international admissions reference library as a resource on international educational credentials.

- Transfer Credit Processing for IUEAST: Developed and implemented a system for evaluating and articulating international transfer credit for IU East applicants to their online bachelor’s degree programs.
- Transfer Credit: Addressed a number of international transfer credit issues:

Campus-wide issues: Worked with University College to identify issues and seek solutions that will make it easier for academic advisors to work with international students regarding transfer credit and degree requirements. Identified primary staff within UCOL and departments who either process transfer credit and/or advise international students.

Batch processing of transfer credit: Investigated the feasibility of batch posting of international transfer credit into SIS (particularly for 2+2 programs and feeder schools).

Standardization: Strived to standardize international transfer credit articulations within OIA including transfer credit ratios and grading scales.

**Evidence of Progress for 2010-2011:**

Most international applicants received an admission decision within 2 weeks of fulfilling all application requirements.

**Activities planned for 2011-2012:**

II.3.a. Enhance communications with applicants to increase yield.

- Communications: Begin year three of the International Ambassadors Program to increase enrollment yield for Spring 2012 and Fall 2012. Improve the current tracking system to better gauge the success of this program.
- Use ambassadors for prospect outreach in addition to applicant outreach, and expand and diversify the methods of communication the ambassadors are using in order to contact students.
- Reorganize information in undergraduate admissions letters to clarify admission status and next steps in enrollment.

Develop a basic program for incoming graduate students to be matched one-on-one with current graduate students. Coordinate with academic departments to recruit and match volunteers.

Develop an electronic “pre-arrival checklist” using Sunapsis that students can consult before arriving in Indianapolis.



- Review and develop website content for newly admitted students.
- II.3.b. Maintain or enhance speed of processing applications.
  - Work with Graduate School to share information with regard to communication technologies, policies, processes to create a more unified and streamlined international admissions process.
  - Hire an Associate Director of International Admissions to serve as lead in systems transition and oversee graduate admissions process to streamline communication and workflows
  - To aid in making quicker decisions at the undergraduate level, develop admissions reference sheets for the most popular countries that provide the essential information to make admission decisions.
  - Ensure each admission letter issued for an international transfer applicant includes a transfer evaluation.
  - Work specifically with the School of Science, the School of Engineering and Technology, the Kelley School Business to streamline the transfer process and deliver timely evaluation of credits. Develop and present workshops for advisors with regard to the international transfer process to give them the tools to appropriately evaluate foreign coursework for application to their degrees.
  - Implement SUNAPSIS as the primary international admissions system, following university-level development. To facilitate a smooth systems transition and minimize disruption in the admission of international applicants, hold weekly meetings with key international admissions staff to reassess business practices that will need to change to adapt to this new administrative system. Develop implementation plan with assigned roles for testing and communication with SUNAPSIS team at IUB.

☒ II.4. Provide expert visa counseling and processing for international students and scholars.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

- II.4.a. Enhanced response times for student and scholar visa service requests.
  - Continued cross-training of staff to increase efficiency and create reliable back-up during staff absences.
  - Implemented SUNAPSIS as online intake system for processing employment-based visas.
- II.4.b. Regulations and government procedures interpreted and communicated to stakeholders in a timely and effective manner.
  - Continued to monitor government regulatory updates and advise students, scholars, and campus departments accordingly.
    - Communicated change in Indiana's J-1 waiver policy with implications for clinical faculty.
  - Monitored US Department of Homeland Security development of SEVIS II, its student visa information system.
  - Implemented new Department of Labor procedures for Prevailing Wage Determinations and Labor Condition Applications as part of the H-1B Petition process for IUPUI international faculty and staff.
  - Implemented new workflow with Research Administration for review of Export Control issues in conjunction with the H-1B Petition process.
- II.4.c. Policies and procedures developed, enhanced, and effectively communicated.
  - Increased departmental outreach to facilitate staff/advisor understanding of F-1/J-1 student visa regulations, services for international students, and effective ways of communicating with this population.
    - Implemented SUNAPSIS electronic e-form process for departmental visa requests in Spring 2011. Offered education sessions and working labs to departments and schools; updated website to show changes.
    - Continued to review business practices for possible areas of improvement.

**Evidence of Progress for 2010-2011:**

Sunapsis development for Student Services was postponed due to focus on other priorities. Despite several staffing challenges, maintained timely and effective service.

**Activities planned for 2011-2012:**

- II.4.a. Maintain or enhance response times for student and scholar visa service requests.
  - Establish an additional International Student Advisor position to enhance support for international students.
  - Implement complete use of Sunapsis eforms for all student requests.
  - Centralize communications and note-taking on student records in Sunapsis for more efficient access to student information.
  - More fully develop automation features and case status tracking features within SUNAPSIS.
- II.4.b. Interpret and communicate regulations and government procedures to stakeholders in a timely and effective manner.
  - Will continue to monitor regulations and new government procedures. Continue to inform/educate students, scholars and other stakeholders as necessary.
- II.4.c. Develop, enhance, and effectively communicate policies and procedures.
  - Utilize Sunapsis communication features to manage and track communications with students.
  - Review and improve website content; enhance services website functionality.



- Develop website to offer more strategy on using SUNAPSIS and evaluating appropriate visa to use in hiring.
- Offer information sessions on campus to describe hiring processes for foreign employees.

☑ II.5. Provide effective and timely welcoming and orientation services for international students and scholars.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

II.5.a. Use IT to increase efficiency and quality of service.

- Implemented transportation eform to more efficiently collect arrival information from students and communicate it to Carey Limousine.
- Continued use of social media to provide pre-arrival information. Established an IUPUI account on Chinese social networking site "RenRen" (Chinese users are blocked from Facebook).

II.5.b. Developed and enhanced appropriate Orientation content and procedures.

- Reorganized orientation content into a "10 Rules for Maintaining your Student Visa" format.
- Increased involvement of International Peer Mentors in orientation program. Mentors organized group dinners to local restaurants following orientation program.
- Expanded content of Employment workshop to include information on the cultural aspects of job-searching.
- Established a New International Faculty Orientation program in collaboration with the Center for Teaching and Learning.
- Developed scholar fact sheet (about IUPUI) to be used with Welcome Brochure.
- Updated online international students & scholars handbook and excerpted those portions especially relevant to scholars for publication.

**Evidence of Progress for 2010-2011:**

We met most of our goals for 2010-11 and each one is working effectively. Student survey responses indicate a high level of satisfaction with the orientation program.



**Activities planned for 2011-2012:**

II.5.a. Effective use of IT to increase efficiency and quality of service.

- Fully implement eforms for all pre-arrival services, including use of the Pre-Arrival Checklist function in Sunapsis
- Make Sunapsis available to students on a pre-arrival basis for check-in and document upload in order to streamline orientation check-in procedures
- Implement orientation scheduling functionality in Sunapsis, and dispose of the current paper process for session sign-ups.
- Continue to refine E-Forms and their functionality.

II.5.b. Develop and enhance appropriate Orientation content and procedures.

- Transition to a mandatory two-week late summer Bridge Program for new international undergraduate students, designed to help them establish connections with faculty, advisors, student mentors and librarians, become acquainted with other students, learn about college-level expectations for reading and writing, receive individualized support in math as

needed, and become acquainted with the campus.

- Develop a specialized orientation for international students in the Bridge Program
- Reorganize orientation on a trial basis for Spring 2012 by splitting the population into smaller groups by academic level or other determinants.
- Consider ways to make orientation a more engaging experience for participants
- Develop use of online elements with a more interactive website to highlight campus resources.

☑ II.6. Provide innovative and effective support services with the goal of maintaining or improving international student retention rates.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

II.6.a. Developed and delivered 13 high quality programs.

- Continued the following programs for students:
  - International Student Employment Conference
  - Ice Skating Party
  - American Thanksgiving Program
  - Annual International Student Pitch-In picnic
  - Federal and State Tax Workshops
  - Aetna Insurance Session
  - Winter Driving Workshop (with AAA)
  - Annual Graduation Reception

- Created a new Holiday Traditions event.

- Hosted a session in cooperation with CAPS for students from countries in crisis.

- Assisted the Student Employment Office in implementation of the new International Transition Program, which offers special job training international students

- Participated in IUPUI Career Week by providing 2 employment-related sessions for students.

- Developed a support program for spouses of international students and scholars with monthly get-togethers around a theme of common interest.

II.6.b Provided training and materials for IUPUI faculty and staff to develop their knowledge of international student issues and needs.

- Developed a faculty training workshop on cultural differences in the classroom.

- Continued to develop repertoire of pre-prepared presentations that can be offered on demand across campus to meet faculty, staff and advisor training needs.

- Began to develop online resources geared towards academic advisors and staff.

- Proactively reached out to academic departments to discuss international student issues, discover staff or faculty-perceived challenges, and assist accordingly.

- Continued to provide cultural awareness training for campus departments and support staff.

II.6.c Developed and maintained support mechanisms for students experiencing financial need

- Monitored outside scholarship and loan opportunities available to international students; disseminated information.
- Continued to award \$50,000 through the International Student Grant Program designed to support students close to graduation who are experiencing unusual economic hardships.
- Assisted students in applications for Economic Hardship Employment Authorization.

II.6.d Maintained and improved the International Peer Mentoring Program which supports new undergraduate students throughout their first year of study.

- Expanded and revised training program.

- Secured funding for scholarships for 15 mentors through the Enrollment Shaping Initiative.

- Restructured selection process to enable us to choose top applicants out of a greatly expanded pool.

- Restructured mentor requirements and expectations in preparation for transition into a scholarship-based program for 2011-12.

- Expanded and revised training program and Mentor Manual.

- Routinized mentor contributions through monthly meetings and team reports.

- Increased mentor involvement in student activities and event planning.

**Evidence of Progress for 2010-2011:**

We had a very active year and positive feedback on our programs. First-time, full-time freshman international retention declined from 85% to 74%. This was based on the smallest international freshman cohort in 5 years and the difference in percentage represents only 7 students. This number of students was lost to the citizenship verification process and Korean military service due to changing Korean government requirements. Overall retention of international freshmen still exceeds the domestic student retention rate of 71% for 2010.

**Activities planned for 2011-2012:**

II.6.a. Develop and deliver workshops and activities to enhance the international student experience at IUPUI, and foster integration into the campus and local community.

- Establish "Peer to Peer" workshops developed and delivered three times per semester by International Peer Mentors

- Establish the International Student Success Conference in cooperation with the Bepko Mentoring Program, with all day sessions developed and presented by IPMP and Bepko mentors



- Continue the following programs for students:
  - International Student Employment Conference
  - Ice Skating Party
  - American Thanksgiving Program
  - Annual International Student Pitch-In picnic
  - Federal and State Tax Workshops and advising
  - Act as ITIN acceptance agent
  - Aetna Insurance Session
  - Winter Driving Workshop (with AAA)
  - Annual Graduation Reception
  - Holiday Traditions Event

Organize a day trip to Nashville, Indiana as a new fall tradition.

#### II.6.b Hold training and create materials for IUPUI faculty and staff which develops their knowledge of international student issues and needs.

- Present on Cultural Differences in the Classroom (developed during 2010-11, but not yet presented.)
- Continue to develop repertoire of pre-prepared presentations that can be offered on demand across campus to meet faculty, staff and advisor training needs.
- Develop increased online resources geared towards academic advisors, faculty and staff.
- Proactively reach out to academic departments to discuss international student issues, discover staff or faculty-perceived challenges, and assist accordingly.
- For academic advisors, promote awareness of guidelines for advising and course placement for students required to take English for Academic Purposes courses.
- Continue to provide cultural awareness training for campus departments and support staff.

#### II.6.c Develop and maintain support mechanisms for students experiencing financial need

- Monitor outside scholarship and loan opportunities available to international students; disseminate information.
- Continue to award \$50,000/year through the International Student Grant Program.
- Assist students in preparing and submitting applications for Economic Hardship Employment Authorization.

#### II.6.d Maintain and improve the International Peer Mentoring Program which supports new undergraduate students throughout their first year of study.

- Implement new IPMP structure as a scholarship program with a service requirement.
- Review effectiveness of new structure and modify as necessary.
- Continue to expand and improve IPMP training program and manual.
- Develop more comprehensive IPMP website.

### ☑ II.7. Provide innovative and effective support services for international scholars.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

#### II.7.a Developed and delivered high quality programs.

- Wherever relevant, continued to include international scholars in integrative programs and activities offered for international students.
- Offered a supplemental international faculty orientation.
- Provided Cross-Cultural Training to Sigma Theta Tau International, a professional nursing association.
- Provided intercultural workshop for staff who had attended the Mediation Training at IUPUI.

#### II.7.b Provided training and materials for IUPUI faculty and staff which develops their knowledge of international scholar requirements.

- Hiring foreign employees.
- Completing the I-9 Employment Verification Process for foreign employees.
- Options for obtaining Permanent Residence, including self-petitions.
- Compensating short-term visitors.
- H-1B petition process for international academic and professional staff appointments.

Offered education programs focused on the launch of new scholar online request system.  
Resolved issues unique to clinical physicians and the H-1B/immigration process.

#### II.7.c. Effective use of IT to increase efficiency and quality of service.

Implemented J-1 and H-1B visa request form intake via electronic e-forms and SUNAPSIS (iOffice).

**Evidence of Progress for 2010-2011:**

Most goals for 2010-2011 have been met. Implementation of the Sunapsis case management system proceeded slowly due to this being only a moderate priority for technical support.

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**Activities planned for 2011-2012:**

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| II.7.a. Develop and deliver high quality programs to enhance the international scholar experience at IUPUI.<br>- Extend the length of the international faculty orientation and engage additional on-campus units.  |
| II.7.b. Continue to provide training and materials for IUPUI faculty and staff which develops their knowledge of international scholar requirements.<br>- Offer training sessions on hiring foreign employees.<br>- Offer sessions on compensating foreign nationals visiting the campus.<br>- Offer training sessions on the permanent resident process.<br>- Offer sessions on issues related to hiring clinical physicians.<br>- Offer sessions on options for self-petitioning for permanent residence. |
| II.7.c. Effective use of IT to increase efficiency and quality of service.<br>- Develop use of Sunapsis case management system and related alerts and communications.   |

☒ **II.8. Maintain and advance International House as a model living-learning community.**

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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**Actions taken for 2010-2011:**

- II.8.a. Continued to recruit diverse mix of students.
  - II.8.b. Continued to deliver relevant and well-attended programming involving I-House residents.
  - II.8.c. Held International House 20th Reunion.
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**Evidence of Progress for 2010-2011:**

Raised visibility of I-House program on campus due to 20th Anniversary Reunion planning.
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**Activities planned for 2011-2012:**

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| II.8.a. Continue to recruit diverse mix of students as I-House residents, including a large proportion of the Plater Scholars Program. |
| II.8.b. Continue delivering relevant and well-attended programming involving I-House residents.  |
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☒ **Goal III: IUPUI students are fully engaged in global learning, with particular emphasis on their abilities to analyze, interact with, and contribute to the wider world.**

☒ **III.1. Integrate global learning and study abroad into degree programs, general education, and campus-wide curricular initiatives.**

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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**Actions taken for 2010-2011:**

- III.1.a. Supported the internationalization of general education and campus-wide initiatives.
    - Conducted International Learning Workshop
    - International Service Learning Workshop
    - Conducted faculty Workshops on using the Global Crossroads Classroom
    - Developed specific activities associated with the International Learning Guidelines
    - Developed a supplemental orientation program for new International Faculty in collaboration with the Center for Teaching & Learning.
    - Developed and organized Partnership Mexico Lecture Series
    - Participated in the Gateway to Graduation Program Advisory Board
    - Facilitated infusion of international initiatives in UC-based Themed Learning Communities
    - Developed and implemented summer study abroad program in Kenya for IUPUI Honors College students
    - OIA staff led study abroad programs to Ghana and Australia
    - Facilitated international/intercultural research projects for IUPUI Honors College students
    - Supported IUPUI's RISE to the Challenge initiative
    - Participated in the International Service Learning Teaching Circle
    - Purchased Kindles, Documentaries, and International reading materials to support faculty development of internationalized courses.
  - III.1.b. Supported the internationalization of school and departmental curricula.
    - Facilitated videoconferences for School of Education and School of Nursing classes with classes from Universidad Autonoma del Estado de Hidalgo (UAEH)
    - Facilitated infusion of international initiatives in school-based Themed Learning Communities
    - Developed and implemented summer study abroad program in Kenya for IUPUI Honors College students
    - Facilitated international/intercultural research projects for IUPUI Honors College students
- Developed school-specific Partnership Mexico lectures and programs and engagement of identified classes and faculty



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**Evidence of Progress for 2010-2011:**

Maintained active interactions with numerous faculty groups to stimulate internationalization of the curriculum.

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**Activities planned for 2011-2012:**

III.1. Support the internationalization of general education and campus-wide initiatives.

- Continue participation and facilitation of the International Service Learning Teaching Circle
- Start "Internationalizing the Course" faculty learning community
- Develop and deliver Faculty Workshops on developing and leading study abroad programs
- Develop and implement summer/spring break study abroad program in Costa Rica for the IUPUI Honors College
- Publicize the Print, Electronic, and video resources available through the OIA Lending System across the campus (books, documentary videos, and Kindles with international materials.)

III.1.b. Support the internationalization of school and departmental curricula.

- Develop teaching tips and tools for faculty based on Internationalizing the Course Teaching faculty learning community.
- Develop country-specific materials for IUPUI's three strategic partners that will be available on the IUPUI website.

☑ III.2. Provide high-quality study abroad experiences for a growing number of IUPUI students.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

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**Actions taken for 2010-2011:**

III.2.a. Support the development and operations of study abroad programs, especially those that meet the distinctive needs, goals, and capabilities of IUPUI students.

- Provided increased assistance to program directors to minimize the time spent in administering the programs so they can focus on the academic components.
- Worked with Registrar, Bursar, and faculty directors to develop a system whereby program deposits can be collected by OIA and credited to the students' Bursar accounts so that program directors will have access to funds collected through the bursar rather than collected by individual departments. This new system would reduce the need for faculty to serve as bill collectors for students and will tap into the existing bursar structures if payments are not made in a timely fashion by students. This process is pending necessary approvals for implementation.
- Worked with the Sunopsis programming team to develop a data management system to allow program directors to track the status of participant applications and submission of subsequent paperwork.
- Worked with program directors to develop 11 new study abroad programs.
  - o Physical Education & Tourism Management – Korea;
  - o Education –Thailand;
  - o IUPUC – Europe;
  - o Public and Environmental Affairs – China;
  - o Medicine – Vietnam;
  - o Liberal Arts, Dept. of Economics – India;
  - o Informatics – China;
  - o Social Work – Croatia;
  - o Timmy Foundation – Guatemala;
  - o Honors College – Kenya;
  - o Women's Soccer – Spain
- Worked with IUPUC to offer its first study abroad program. Participants in the program included IUPUC and IUPUI students.

III.2.b. Increase scholarship funding for study abroad.

- Managed the IUPUI International Experience scholarship which included for a second year \$30,000 increase from the RISE initiative.
- Held 3 workshops to encourage submissions for the Fulbright US student program.
- Tracked funding IUPUI students received to study abroad

III.2.c. Offered professional development programs for faculty directors and student advisors.

- Offered study abroad workshops for faculty directors on utilizing the iAbroad data management system for the collection of applications and pre-departure paperwork.

III.2.d. Increased activity in publicizing programs and recruiting students for study abroad.

- Held 2 study abroad fairs attended by over 850 people
- Launched iAbroad searchable database for study abroad programs – searchable fields include length, academic interest, location, service learning
- Held series of program specific information tables in celebration of International Education Week in Cavanaugh Hall in conjunction with the School of Liberal Arts
- Hosted 12 information tables reaching approximately 200 people
- Gave 51 class presentations reaching over 1000 students

- Participated in the following campus events to promote study abroad reaching approximately 900 students :

- o Green Fest
- o Education International Opportunity Mtg
- o Major/Career Information Day
- o Fall Fest
- o International Youth Summit
- o Education Study Abroad Overview
- o Kelley Alumni Event
- o Rap Session - Multicultural Office/Office for Diversity Access & Achievement
- o Admissions Spring Preview Resource Fair
- o Science Scholars Celebration

- Held photo contest of photos taken by IUPUI students abroad.
- Enhanced the Study Abroad Facebook presence with regular posts of relevant news to study abroad and international travel
- Held a panel of returned students around the concept of sustainability during the campus celebration of Earth Week
- Increased the utilization of IUPUI news outlets such as JagTV, JagNews, etc.

### III.2.e. Develop and enhance policies and planning for advancing study abroad.

- Developed a placeholder course with the Registrar and Graduate School to support graduate students who participate in international experiences which do not automatically include IU course registration (e.g., Fulbright).
- Worked through the IUPUI Study Abroad Advisory Committee to support study abroad at IUPUI and to develop study abroad policies for IUPUI
- Staffed emergency cell phone 24/7 so that program directors and study abroad participants can receive assistance from the office in case of a crisis.

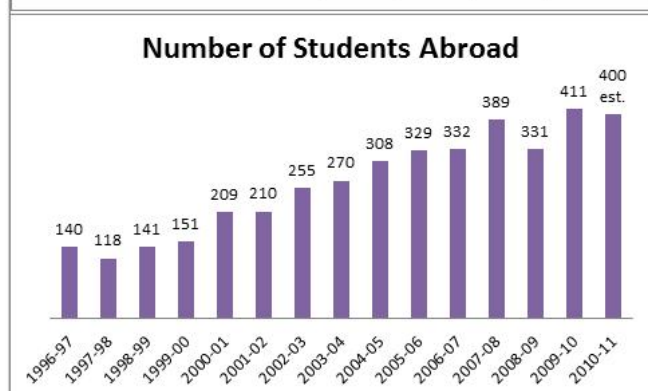
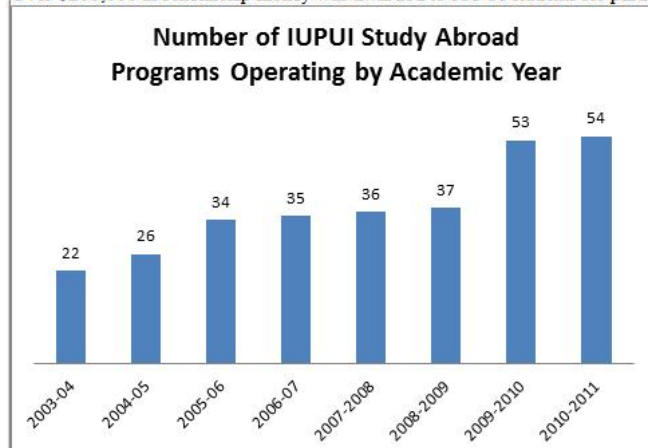
### III.2.f. Develop and enhance pre-departure preparation for students

- Revised the pre-departure workshop and handbook to include a discussion of sustainability issues.
- Offered 14 pre-departure sessions.

### Evidence of Progress for 2010-2011:

Continued to play a major role in supporting the RISE initiative.

Over \$200,000 in scholarship money was awarded to IUPUI students for participating in their study abroad programs. This includes money from IU, IUPUI, and external sources.





An estimated 400 IUPUI students participated in study abroad programs. (This number is calculated using the national reporting definition of study abroad; i.e., IUPUI degree seeking undergraduate and graduate students who are US citizens or US Permanent Residents who earned credit outside of the United States or its territories.)  
 366 of 6,011 IUPUI spring/summer 2011 graduates studied abroad during their time at IUPUI = 6% of graduates have studied abroad  
 29 of IUPUI's top 100 students in 2011 have studied abroad.  
 A record number of Fulbright applications (6) were submitted for the first round.

#### Activities planned for 2011-2012:

- III.2.a. Support the development and operations of study abroad programs, especially those that meet the distinctive needs, goals, and capabilities of IUPUI students.
- Work with faculty on the development of new programs to be approved through OSAC
  - Continue to refine iAbroad to better meet the needs of program administrators, participants and the Study Abroad office.
  - Continue to look for ways to provide increased assistance to program directors to minimize the time spent in administering the programs so they can focus on the academic components.
  - Work with Registrar, Bursar, and faculty directors to improve the system whereby program fees are charged through the Bursar rather than collected by individual departments.
  - Continue to work with relevant office on campus and throughout the university to develop better guidance for program directors on paying study abroad program expenses.
  - Continue to develop emergency planning for study abroad programs.
  - Work with the School of Science to identify additional opportunities that would fit the interests of these students.
  - Regularly Offer a session for students returning from abroad to provide tools for re-entry
  - Survey IUPUI study abroad program administrators on the support they receive for their programs and the challenges they face in operating them.
- III.2.b. Continue to increase scholarship funding for study abroad.
- Support the university-wide campaign to develop an endowment for study abroad throughout Indiana University.
  - Work with schools, departments and enrollment center to develop scholarships or stipends for study abroad.
  - Support IUPUI students in applying for national scholarships such as the Gilman, Boren, and Fulbright Scholarships. Hold workshops on Fulbright for interested students.
  - Stabilize Enrollment Shaping Initiative Scholarship funding as ongoing base.
- III.2.c. Offer professional development programs for faculty directors and student advisors.
- Hold at least 3 faculty development workshops.
  - Continue participation in International Service Learning Teaching Circle to provide synergy with study abroad and international service learning.
  - Work with the JACADA campus advising group to offer a session on study abroad.
- III.2.d. Increase activity in publicizing programs and recruiting students for study abroad.
- Work with IUPUC to increase study abroad participation.
  - Continue campus outreach by holding class presentations, information tables, study abroad fairs and participating in campus events.
  - Continue to refine the iAbroad website so that it functions more efficiently for students.
  - Develop exhibit of photos taken by IUPUI students abroad in conjunction with the Partnership China year.
  - Hold an event featuring a panel of returned students who can share their experiences abroad with the IUPUI campus community.
- III.2.e. Develop and enhance policies and planning for advancing study abroad.
- Continue to refine data management system to improve application, post-acceptance and post-program processes as well as reporting.
  - Develop policy manual for study abroad.
  - Connect the Overseas Study Advisory Committee members who are at IUPUI with the IUPUI Study Abroad Advisory Committee.

☐ **Goal IV: IUPUI uses partnerships as a central means of internationalization, creating robust collaborations that advance research, teaching, and service for all who participate.**

☑ **IV.1. Develop and support an appropriate and effective portfolio of international partnerships for IUPUI.**

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

#### Actions taken for 2010-2011:

- IV.1.a. Support and coordinate IUPUI's program of Strategic Partnerships.
- Confirmed funding to support a third reconciliation conference with Moi University.
  - Further developed Moi-related partnerships in nursing, education, tourism management, dentistry, Social Science Research Network, the Office for Women, and the Harambee Center, among others.
  - Planned the third annual reconciliation conference at the Moi satellite campus at Karatina, Kenya, entitled 'Natural Resources, Conflict and Peace'
  - Enlisted Moi University as a partner in a planned Rotary Peace Center development, in collaboration with the Kelley School of Business
  - Hosted regular monthly meetings of the IUPUI-Moi University Strategic Partnership / Kenya Interest Group
  - Continued to position the Confucius Institute in Indianapolis as the hub for all China strategic partnership-related activities.
  - Facilitated completion of six 2 + 2 programs and other exchange development with Sun Yat-Sen University. Preliminary application to the IU Offshore Committee for an IUPUI presence at SYSU was given permission to take next steps, including review of legal issues.
  - Managed the advancement of partnership with institutions in Hidalgo in the context of increased travel warnings in Mexico.
  - Hosted a range of events during Partnership Mexico, especially those focused on issues on the undocumented, including forums, displays and performance art.
  - Director for International Partnerships traveled to India to begin process of developing strategic partnership in India, with particular focus on Hyderabad, a sister city of Indianapolis.



IV.1.b. Assisted faculty, schools, and other units in developing specific collaborations of interest to them.

- Continued to advise and encourage collaborations in partnerships and other international collaborations.
- Played active role in developing system-wide offshore policies and advising IUPUI units in navigating the university international policy environment.

IV.1.c. Hosted international visitors and engaged in conversations about potential collaborations.

- Hosted mayor of Hyderabad (Indianapolis' new sister city), a presidential-level delegation from SYSU, governor of Zhejiang, Princess of Thailand (in conjunction with honorary doctorate awarded by IUB), and others.

**Evidence of Progress for 2010-2011:**

Receipt of Simon Award illustrates IUPUI's continued recognition and leadership in developing strategic partnerships. Significant progress was made with Moi University and SYSU relationships and in developing a new strategic partnership in India. The security situation in Mexico makes progress there more difficult at the present time.

**Activities planned for 2011-2012:**

IV.1.a. Support and coordinate IUPUI's program of Strategic Partnerships.

- Coordinate and participate in the third peace and reconciliation conference with our strategic partner, Moi University
- Complete the process of signing an MOU between IU and University of Hyderabad. Host a symposium at University of Hyderabad on unleashing innovation as a kick-off event for our newest strategic partner university.
- Launch Partnership China as the third in our annual series highlighting our international partners to the campus community
- Continue to explore feasibility of IUPUI presence at SYSU.
- Continue to evaluate the feasibility of developing a strategic partnership document with UAEH.

IV.1.b. Continue to assist faculty, schools, and other units in developing specific collaborations of interest to them.

IV.1.c. Host international visitors and engage in conversations about potential collaborations.

☒ IV.2. Use IT to advance international collaboration for teaching, research, and applied work.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

IV.2.a. Supported the development of collaborative, interactive, distance learning courses and modules.

- Facilitated videoconferences for School of Education classes with classes from UAEH
- Continued to offer Reconciliation in International Perspective course to undergraduate students
- Continued to offer Introduction to International Studies for the School of Liberal Arts

IV.2.b. Advanced the use of IT to facilitate international communication and collaboration for research, creative activity, and professional application.

- Promoted International Development Fund grant opportunity offered by the Office for Research.
- Took advantage of the increased videoconference capacity with Kenya by including partners in Kenya Steering Committee meetings.

**Evidence of Progress for 2010-2011:**

Continued active schedule of courses that use videoconferencing in the Global Crossroads. Research collaborations tend to occur at the individual faculty level.

**Activities planned for 2011-2012:**

IV.2. Support the development of collaborative, interactive, distance learning courses and modules.

- Continue Scholars at Risk and other high-profile speakers
- Develop and offer new Global Dialogues course with TCEM, potentially with Piran, Slovenia
- Develop new Themed Learning Community titled "Palestine: A Virtual Study Abroad Program" in conjunction with Gaza University
- Continue to offer Reconciliation in International Perspective course
- Continue to offer Introduction to International Studies for Themed Learning Community
- Engage faculty in use of videoconferencing and other uses of technology (e.g., Skype, Adobe Connect) to internationalize their courses



- Work with UITS to develop a plan to update the Global Crossroads videoconferencing facility and identify funding.

☒ IV.3. Support the Center on Southeast Asia as a focal point for research, teaching, and applied work in that part of the world.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

IV.3.a. Advanced partnerships with institutions in Southeast Asia.

- Continued discussions with Sampoerna Foundation
- Participated in visit of Princess Sirindhorn of Thailand
- Traveled to Bangladesh to meet with Muhammad Yunus

IV.3.b. Supported faculty with an interest in Southeast Asia.

- Continued to advise and assist faculty
- Continued to serve as faculty Fulbright advisor

IV.3.c. Supported teaching and public programming about Southeast Asia.

- Continued to teach courses on Southeast Asia

**Evidence of Progress for 2010-2011:**

The director of the Center retired at the end of the 2010–2011 year and the position has not been replaced. The status of the Center designation needs to be evaluated.

**Activities planned for 2011-2012:**

☒ Goal V: International perspectives and collaboration are the hallmarks of research, creative activity, and professional application at IUPUI.

☒ V.1. Support faculty, scholars, staff, and students in advancing the international components of their research. (See also Goal IV, Partnerships)

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

V.1.a. Assisted these groups in developing projects and identifying potential sources of funding.

- Continued to publicize internal grant opportunities and to assist faculty in developing their ideas
- Promoted the new categories within the International Development Fund on OIA website
- Continued to participate in the IDF grant selection process
- Served on advisory board of the IU Center for Global Health


**Evidence of Progress for 2010-2011:**


The focus in 2010–2011 was on maintaining programs due to transition in OIA leadership.

**Activities planned for 2011-2012:**

V.1. Assist these groups in developing projects and identifying potential sources of funding.

- Continue to publicize internal grant opportunities and to assist faculty in developing their ideas
- Continue to promote the new categories within the International Development Fund on OIA website
- Continue to participate in the IDF grant selection process
- Continue to serve on advisory board of the IU Center for Global Health

 **Goal VI: IUPUI offers co-curricular programming and engages with the community in ways that extend international understanding and knowledge on campus and across Indiana.**

 **VI.1. Work with other IUPUI units and student organizations to develop a lively international atmosphere at IUPUI.**

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

VI.1.a. Offered or co-offered at least 20 festivals, performances, lectures, films, and exhibits.

- Partnership Mexico programming included six lectures, art events, public discussions. Facilitated dialogue.
- Continued to support weekly Culture Hours each semester, sponsored by International Club.
- Held the 7th IUPUI International Festival in Campus Center with first display of the IUPUI Flag Collection in conjunction with the International Center. Festival was cosponsored by IUPUI Food Service.

VI.1.b. Collaborate with the Multicultural Success Center and Division of Student Life on cross-cultural programming.

- Held regular meetings to coordinate programming.

VI.1.c. OIA staff served as advisors for student organizations.

- Continued to advise International Club, African Student Association, GO ABROAD.

**Evidence of Progress for 2010-2011:**

After review of goals for CultureFest offered by the Office of Student Involvement (OSI), the program was replaced with Social Justice Fair offered during Weeks of Welcome, with OSI to collaborate with OIA on IUPUI International Festival. The Division of Student Life and Multicultural Success Center were both in transition for this reporting year; new opportunities for collaboration on co-curricular programming are expected emerge.

**Activities planned for 2011-2012:**

VI.1.a. Offer or co-offer at least 20 festivals, performances, lectures, films, and exhibits.

- Execute Partnership China programming
- Organize the 8th IUPUI International Festival, bringing in school representatives into the planning process
- Continue to support weekly Culture Hours offered to I-House residents and others
- Explore Fulbright opportunities to bring Scholars in Residence to campus


VI.1.b. Establish funding program for student organizations seeking to offer campus programming on international themes.

- Offer a pilot competition in the Spring 2012.

VI.1.c. Collaborate with the Division of Student Life and Multicultural Success Center on cross-cultural programming.

- Coordinate Partnership China programming with Asian American Heritage Month in Spring 2012.
- Explore new opportunities for collaboration with newly reorganized Division of Student Life.

VI.1.d. OIA staff continue to serve as advisors for student organizations.

 **VI.2. Serve as a major international resource for Indianapolis and Central Indiana.**

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

VI.2. Consulted and collaborated with local organizations.

- Continued collaboration with Nationalities Council of Indiana, Rotary Club, The Village Experience, Indianapolis Sister Cities program
- Included local organizations in the IUPUI International Festival: International Center, Nationalities Council of Indiana, Rotary Club, The Village Experience, Indianapolis Sister Cities program
- Facilitated IUPUI's community sponsorship of the Indianapolis International Festival, with External Affairs.
- Provided Cross-Cultural Training to Sigma Theta Tau International, a professional nursing association.



**Evidence of Progress for 2010-2011:**

Maintained active linkages with key community organizations.

**Activities planned for 2011-2012:**

**VI.2. Consult and collaborate with local organizations.**

- Serve on board of International Center.
- Continue collaboration with local organizations with international focus.
- Include local organizations in the 8th IUPUI International Festival: International Center, Nationalities Council of Indiana, Rotary Club, The Village Experience, Indianapolis Sister Cities program.
- Facilitate IUPUI's sponsorship of the Indianapolis International Festival, in collaboration with External Affairs.
- Continue to consult with professional organizations on cross-cultural training.

**Goal VII: OIA is managed in a productive, cost-effective manner that achieves IUPUI's internationalization goals.**

**✓ VII.1. OIA is managed in a productive, cost-effective manner that achieves IUPUI's internationalization goals.**

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2010-2011:**

**VII.a. Assess and maintain staffing levels as appropriate to support office functions.**

- Participated in IU benchmarking process for student services and communications.
- Supported early retirement of director of the Center on Southeast Asia and determined that immediate replacement of that position was not needed.
- Supported early retirement of director of international student recruitment; and associate director of international admissions; reconfigured latter two positions into a new director of international admissions to coordinate recruitment and admissions functions in support of the IUPUI Enrollment Shaping Initiative.

**VII.b. Effectively managed and enhanced financial and spatial resource issues.**

- Planned for stabilization of the OIA budget following move of ELS to off-campus location with corresponding loss in ELS rent income to the OIA in 2011-2012.
- Arranged for international services fee to be assessed to IUPUI international students to assist in stabilizing budget.
- Managed budget cuts mandated through IU system

**VII.c. Facilitated communications and information sharing across OIA.**

- Continued weekly and monthly meetings
- Continued OIA staff listserv

**VII.d. Effectively managed transition(s) in OIA leadership.**

- Interim Associate Vice Chancellor served effectively in Spring 2011.
- Supported successful search for new associate vice chancellor for international affairs.
- Completed successful search for director of international admissions.

**Evidence of Progress for 2010-2011:**

The OIA leadership transition is a two-year process. Successful searches indicate that the OIA will come through the transition in a strong position.

**Activities planned for 2011-2012:**

**VII.a. Continue to assess and maintain staffing levels as appropriate to support office functions.**

- Continue to participate in IU benchmarking process through the Student Services Initiative.
- Continue reorganization of international recruitment and admissions and establish an associate director for international admissions position with a primary focus on graduate



international admissions and operations.

- Establish an additional international student advisor position to maintain effective support for IUPUI international students.
- Depending on funding from the Enrollment Shaping Initiative, establish additional outreach positions to support recruitment and transfer programs.
- Continue to evaluate role of IU Center on Southeast Asia and whether it should be continued.

VII.b. Effectively manage and enhance financial and spatial resource issues.

- Reallocate funds freed up through Early Retirement Program to ensure appropriate staffing.
- Reconfigure use of office space to accommodate new positions.

VII.c. Facilitate communications and information sharing across OIA.

- Continue weekly and monthly meetings
- Continue OIA staff listserv

VII.d. Effectively manage transition(s) in OIA leadership.

- Plan for transition in Associate Vice Chancellor position.

## Fiscal Health

### Reallocation Plan

### Other Question(s)

#### 1. What initiatives have you undertaken, or have planned, to improve retention and graduation rates?

International admissions makes every effort to admit only those applicants who are **academically well prepared** for university studies at IUPUI. International students have historically retained at much higher rates than domestic students, but after a one-year drop in Fall 2011, we plan to **track retention** more closely in 2012 to identify possible new trends occurring in conjunction with a larger undergraduate international student body. At the same time, we are further developing the International Student Peer Mentoring Program to support the adjustment of international students while providing meaningful leadership opportunities for continuing students.

#### 2. What are the priorities that shape your decisions about initiatives you will undertake and maintain?

Campus initiatives such as the Enrollment Shaping and RISE Initiatives, which directly relate to the OIA vision of furthering the global competence of IUPUI students and faculty, have a strong influence on our priorities. Key priorities include the following:

- recruiting and enrolling well qualified undergraduate students to meet enrollment goals established by the Enrollment Shaping Initiative (ESI), and supporting their success
- supporting opportunities for increased participation of undergraduate students in study abroad programs
- developing and supporting strategic international partnerships that can serve as a platform for engagement of a range of IUPUI schools, while enhancing teaching and research opportunities for faculty.

#### 3. How is the move to centralized services affecting your operations? How are you dealing with these effects?

- The future move to centralized services under the Student Services Initiative (SSI), which presumably encompasses undergraduate international admissions operations, has had a negative impact on staff morale. The process to centralize services is not well understood due to the level of complexity.
- Accounts Payable's centralization has most directly impacted OIA's administrative unit. We experience issues with payments to vendors that we never encountered when IUPUI staffed an AP office. Even with repeated communications by OIA's administrative staff to the centralized AP staff, the problems continue. This of course takes staff time away from other responsibilities and duties. In some instances, vendors have been impacted with delay in payment.
- With the centralization of Purchasing, the level of customer service received has declined in some areas. With many of the Purchasing staff at other campuses, it is difficult to establish relationships that can enhance the level and quality of service, especially when guidance is needed for an uncommon purchase. This can directly impact OIA's services when a good or service is not processed or received on time. The impact on OIA's administrative staff is time away from other responsibilities and duties.
- Lack of up-to-date information on changes to centralized policies and procedures is an ongoing problem. Oftentimes we incur expenses based on our current understanding of policy, only to find that the policy has changed. This results in processing delays both for payments to vendors and reimbursements to staff, and is burdensome for OIA administrative staff to resolve issues.

#### 4. What marketing strategies/materials are you planning to develop/disseminate during the coming year?

- a. Who is the intended audience for each?
- b. What do you hope to accomplish with this strategy with this audience?
- c. How much are you planning to spend for each strategy?
- d. How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.]

### Undergraduate International Student Recruitment

The OIA pursues a variety of marketing strategies to support undergraduate international student recruitment. Activities are assigned recruitment codes and application and enrollment activities is tracked to verify the results from each strategy. We engage in continuous evaluation and updating of strategies. Cost estimates do not include OIA staff time.

- Continually refine and develop recruitment efforts (visits to overseas high schools and student advising offices, participation in organized recruitment tours and high school-focused college fairs) in those countries identified as key senders of international undergraduate students to IUPUI: China, India, South Korea, Gulf States, etc. Cost: \$100,000
- Promote university-wide recruitment via IUPUI school based grants to faculty/staff who carry out undergraduate recruitment efforts while overseas Cost: \$10,000
- Increase outreach to embassies and sponsored student program offices in Washington DC and New York Cost: \$2,000
- Utilize new technologies to develop and implement virtual recruitment presentations for US advising offices (EDUSA advisors) in key countries and as a means of exploring the viability of new student markets. Cost: Staff time
- Disseminate professionally developed recruitment video to key recruitment contacts Cost: \$25,000 [project development completed, in dissemination phase]
- Publish a poster featuring key scholarship programs to be distributed to high school counselor and other student advising contacts; maintain lightweight international prospectus to support recruitment outreach; maintain publications in languages of key target countries for student recruitment: \$20,000



- Continue “branding” efforts through advertising via overseas media services and through editorial contributions to international newspapers, blogs, and magazines while maintaining university profiles on international organizational and popular recruitment websites. Web analytics used to measure impact. Costs: \$30,000
- Develop OIA website to enhance provision of information to prospective students and funnel inquiries: \$10,000
- Utilize currently enrolled IUPUI international students in the recruitment and enrollment of new international students through the International Student Ambassadors and Peer Mentoring Programs, utilizing social media and IP technology such as SKYPE. Costs: Student hourly wages and scholarship support, staff time
- Host overseas counselors on the IUPUI campus to develop relationships and educate them with regards to the programs and services offered at IUPUI. Cost: \$10,000

### **Study Abroad**

#### **Study Abroad Info/Business Cards**

- Who is the intended audience for each?  
Students who are meeting with advisors or who visit the study abroad office or our information tables.
- What do you hope to accomplish with this strategy with this audience?  
Increase discussion during advising sessions about the possibilities of study abroad.  
Provide a take away with contact information for student follow up
- How much are you planning to spend for each strategy?  
\$383
- How will you tell if your expenditure was worth your investment?  
This is the first time we are employing this strategy.

#### **Study Abroad Fairs**

- Who is the intended audience for each?  
Students who might be considering study abroad
- What do you hope to accomplish with this strategy with this audience?  
Provide an opportunity for students to learn directly from program organizers and returned students about their opportunities to study abroad.
- How much are you planning to spend for each strategy?  
The only costs are staff resources to plan and carry out the fairs, along with incidental photocopying expenses. Marketing is done electronically.
- How will you tell if your expenditure was worth your investment? [Provide return on investment (ROI) data for past expenditures, if available, and plan to track ROI in the future.]  
Student attendance at the fairs, satisfaction of program directors, student participation in study abroad programs

Additionally, the Study Abroad Office of the OIA staffs Information Tables, makes class presentations, and maintains information through the iAbroad Website/data management system as a means of making students aware of study abroad opportunities. All of these strategies target current students who might be considering study abroad and are accomplished using staff resources without a marketing budget.