2011-2012 Academic Affairs - International Affairs

Section	Document Name

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
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.	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.	1.2.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, Directors, Administrative Manager

respondibility.

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.	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 International Admissions, Assistant Directors of International Admissions
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 International Admissions, Associate/Assistant Directors of International 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

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.	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

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 an appropriate and effective portfolio of international partnerships for IUPUI.	IV.1.a. Support and coordinate IUPUI's program of Strategic Partnerships. IV.1.b. 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, Director of International Partnerships
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 as a model for other course development on the campus.	P&P, AVC, Director of Curriculum Internationalization
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, P&P

Goal V: International perspectives and collaboration will be 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.	V.1.a. Assist these groups in developing their projects and identifying potential sources of funding.	Director of Intl Partnerships, Director of Curriculum Internationalization

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.

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

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VI.2. Serve as a major international resource for Indianapolis and Central Indiana.	VI.2.a. Consult and collaborate with local organizations.	All

Goal VII. OIA is managed in a productive, cost-effective manner that achieves IUPUI's internationalization goals. [new goal]

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 2011-2012:

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

- Continued 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.
- Served on IUPUI Common Theme steering committee to plan campus events and programming.
- Director of Curriculum Internationalization served on the campus committee for accreditation in the area of Acquisition, Discovery, and Application of Knowledge
- Served on IUPUI's Behavioral Consultation Team.

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

- Implemented new data management system (iAbroad) which will allow for much better tracking of study abroad participation in the future.
- Documented school and department participation in curriculum internationalization efforts (professional development, use of Global Crossroads, and international committees).
- Refined Sunapsis data feeds to facilitate reporting on international scholar activity.
- Developed reports to assist in evaluating international student performance.

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

- Published weekly "International News" updates including news on international activities from schools across campus.
- Collaborated with new IU Communications to facilitate media releases featuring IUPUI internationalization efforts.
  - http://newscenter.iupui.edu/5552/IUPUI-hosts-unprecedented-delegation-from-Sun-YatSen-University
  - http://newscenter.iupui.edu/5515/Ian-McIntosh-to-lead-Winter-School-at-University-of-Queensland
  - http://newscenter.iupui.edu/5505/International-Opportunities-Showcased-at-IUPUIs-8th-International-

Festival
- http://newscenter.iupui.edu/5512/From-the-Desk-of-the-Chancellor-Feb-28-2012
- http://newscenter.iupui.edu/5494/Nobel-Prize-RecipientWomens-Rights-Activist-to-Speak-at-IUPUI-Live-Stream-Available
- http://newscenter.iupui.edu/5452/Gil-Latz-Begins-Appointment-as-IUPUI--Associate-Vice-Chancellor-for-International-Affairs
- http://newscenter.iupui.edu/5325/Moi-University-MSc--International-Health-Research-Ethics-Students-Visit-IUPUI
- http://newscenter.iupui.edu/5311/Record-International-Student-Enrollment-at-IUPUI-First-Time-More-than-300-Students-Come-From-a-Single-Country---China

- Maintained four websites (OIA, Study Abroad, International Admissions, International Student & Scholar Services)
- Distributed monthly Study Abroad and International Student Newsletters, and biweekly International News listserv announcements.
- With IMIR, conducted a student needs assessment for study abroad.
- Provided international student enrollment reports and analysis for the IUPUI Enrollment Management Council.

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

- Facilitated streamlined transfer agreement protocol for oversight by the Committee on Offshore and Cross-Border Programs.
- Collaborated with risk management, university counsel, etc. on appropriate policies for study abroad programs; implemented existing IU policies on programs abroad.

Evidence of Progress for 2011-2012:

OIA is actively involved in all major campus strategic planning processes and directly involved with the ACE Internationalization Laboratory planning process as well.

Activities planned for 2012-2013:

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

- Provide leadership for two-year ACE Internationalization Lab strategic planning process.
- Participate in IUPUI's Strategic Planning process.
- Work with School associate deans to examine current internationalization initiatives (e.g. Public Health, Engineering & Technology, others) and provide support for further development.
- Contribute to Strategic Enrollment Management planning process, particularly as relates to international student enrollment.
- Continue to support IUPUI's RISE initiative.
- Contribute to defining a system that would allow students who participate in high quality external programs to receive the "I" designation.

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

- Work with University College to create a faculty fellow position charged with conducting a needs assessment of University College faculty to examine implementation, barriers and benefits of internationalization.
- Explore the use of Student Group codes as a way to track study abroad participation in SIS, in order to allow reporting on multiple student outcomes.
- Work with Academic Affairs to pilot use of eportfolios in study abroad programming.
- Solicit international research interests of new faculty.

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

- Continue to distribute funding opportunities and event notices to more than 300 faculty and staff subscribers of intlnews.
- Continue to provide updates to Mexico Interest Group, Kenya Steering Committee, and others.
- Produce school-specific study abroad reports on participation as soon as sufficient reporting features are developed in the iAbroad database.
- Continue to distribute monthly study abroad newsletters to interested faculty, staff and students.

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

- Participate in the IU International Services Review, with particular focus on integration of international admissions with the IU Shared Services Initiative, and enhanced university-wide collaboration/cooperation on international student recruitment and services.
- Engage with campus and university fiscal officers to improve structures for collecting study abroad program fees and paying program expenses, through an Accelerated Improvement Process.
- Conduct a safety/security practice review for study abroad. As appropriate, bring recommendations forward to the Overseas Study Advisory Council and Executive Vice Chancellor for consideration and assistance in implementation.
- Explore the implications of the IU policy on Programs Involving Children for international service learning programs.
- Participate in the development of IU transfer credit policy to clarify policies related to undergraduate and graduate transfer credit from international institutions
- With consultation from the Study Abroad Advisory Committee and Student Life, develop a policy on program providers visiting campus.
- Explore opportunities for IUPUI as part of the IU Gateway Centers initiative in China and India.

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 2011-2012:

1.2.a. Established and supported campus-wide committees for internationalization.

- Continued to convene the campus Mexico, Kenya, and India Interest Groups to support partnership development, and continue to partner with the Confucius Institute in Indianapolis.
- Continued to facilitate the Study Abroad Advisory Committee.

I.2.b. Consulted with at least 10 units on their internationalization activities.

- Continued consultation with academic schools and other units on their internationalization activities.
- Continued to work with departments on partnership development, curriculum internationalization, study abroad program development, and international student recruitment initiatives.
- Facilitated the "Internationalizing the Course" faculty learning community established in May 2011 through convening regular meetings and providing access to resources.
- Collaborated with the Center for Service and Learning in facilitating the International Service Learning Teaching Circle.

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.

- Established the International Programming Grant for student organization programming on international themes; first awards disbursed in Spring 2012.
- Provided support for individual faculty in developing International Development Fund grants.

Evidence of Progress for 2011-2012:

New Associate Vice Chancellor completed meetings with all school deans to assess state of internationalization and begin planning for future directions.

Activities planned for 2012-2013:

1.2.a. Continue campus-wide committees and Faculty Interest Groups to promote internationalization.

- Continue to convene the Mexico, Kenya, and India Interest Groups. Consider convening a Brazil Interest Group to facilitate engagement with the Brazil Science Without Borders program.
- 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.
- Continue to convene the Study Abroad Advisory Committee.
- OIA staff will serve as liaisons to the four major subcommittees for the ACE Internationalization Laboratory: Curriculum Internationalization, International Partnerships, Recruitment and Retention of International Students, Faculty, Staff, and Visitors, and Internationalizing the Local Experience of Students, Faculty, Staff, Visitors, and Alumni.

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.

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.

- Continue to support individual faculty development of International Development Fund grants.
- Provide targeted funding to support international partnership activities.
- Hire GA to research grant opportunities and assist with proposal development.

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 2011-2012:

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

- Director of Curriculum Internationalization was a co-presenter at the AAC&U conference, *Modeling Equity, Engaging Difference* conference, for a pre-conference workshop exploring the intersections of diversity and internationalization initiatives
- Associate Director of Scholar Services on the NAFSA trainer corps and conducts J-1 workshops for the region each year
- Associate Director of Student Services serves as a NAFSA Academy Coach for NAFSA Region VI.
- Assistant Dean for International Affairs served on NAFSA Membership Committee as Ethics Coordinator (2012), presented nationally on Indian student recruitment.
- Assistant Dean for International Affairs invited to participate in NAFSA International Enrollment Management task force retreat on resource development to support international student enrollment.
- Assistant Dean invited to task force on international enrollment management by NAFSA.
- Associate Vice Chancellor served as chair of the NAFSA-appointed selection committee for the 2012 Paul Simon Award.
- AVC was nominated to the Executive Committee of the Association for International Education Administrators, a three-year term.

Evidence of Progress for 2011-2012:

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

Activities planned for 2012-2013:

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 Professional Development International Travel Grant.
- Involve OIA Staff directly in the campus-wide strategic planning process and the ACE Internationalization Laboratory.
- 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

⊗ 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 2011-2012:

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

- Established a new Director of International Admissions position charged with Integrating 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.
- Established an additional Assistant Director for Intl Admissions position to enhance development of international recruitment outreach.
- Analyzed 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, conducted an analysis of English proficiency requirements for international undergraduate students to determine whether further support or change in requirements is indicated.
- Mined 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.
- After analysis of data and review of 2010-2011 recruitment initiatives, developed recruitment strategy for travel and special projects for 2012. Updated strategic plan to increase undergraduate enrollment.
- Assessed policies, costs, and enrollment trends at peer institutions to gauge IUPUI competitiveness in recruiting students in the international market.
- Reviewed parameters for awarding scholarships for international students.
- Refined reports used to track and analyze student intent to enroll and project enrollment levels.

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

- Consulted 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.
- Collaborated with Office of Undergraduate Admissions staff to share enrollment data and establish a non-resident recruitment plan to effectively recruit non-residents, both international and out-of-state students, in support of the Enrollment Shaping Initiative.
- Communicated on a routine basis with Graduate School administrators and staff to collaborate on graduate admissions policy and process and share admissions systems technology to enhance communication with Graduate Program Directors

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Evidence of Progress for 2011-2012:

The Office of International Admissions was successfully reorganized to include recruitment and admissions functions. E-app data related to recruitment was evaluated to refine recruitment strategy. Scholarship amounts were increased to offset rising IUPUI tuition costs. Communications with Graduate School staff has resulted in a more streamlined graduate

admissions process. Evaluation of admission data resulted in maintaining of existing admission standards for English language proficiency.

Total International Enrollment by Level

Chart: Total International Enrollment by Level, stacked bar chart showing enrollment from Fall 2003 to Fall 2012.

	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Undergraduate Degree Seeking	354	351	352	345	446	590	635	617	598	664
Graduate Degree Seeking	480	499	505	540	598	669	657	672	784	880
Graduate Non-Degree	40/9	48/7	66/20	42/15	35/31	80/39	63/63	28/27	63/61	60/60

Legend:
- Undergraduate Degree Seeking
- Graduate Degree Seeking
- Undergraduate Non-Degree
- Graduate Non-Degree

Activities planned for 2012-2013:

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

- After analysis of data and review of 2011-2012 recruitment initiatives, develop recruitment strategy for travel and special projects for 2012-2013.
- Update strategic plan to diversify and increase undergraduate enrollment by targeting specific populations.
- Develop closer ties to our partner institutions such as SYSU, AAST, CIT, and Trisakti University to support and encourage continued international enrollments.
- Set up recruitment travel to include both independent, small group, and tour travel to take advantage of opportunities that afford the best possibility of reaching students, parents, and advisors.
- Explore extended outreach to domestic pockets of international students in ELS centers, foundation programs, high schools, and community colleges.
- Use Google Analytics to track web activity by country and city to shape recruitment planning.

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

- Develop model for Academic Affairs-supported cost-share scholarship to support school-initiated international transfer programs.
- Communicate routinely with the Graduate School, graduate faculty, staff and administrators/advisors involved in the admission, enrollment, and retention of international students to develop communications and effectively manage a complex decentralized process.
- Begin planning for implementation of the SUNAPSIS international admissions module in 2014 for the 2015 recruitment cycle, while communicating with academic departments and others involved in the international admission process to identify potential changes in business practices and processing capabilities
- Promote outreach and training to academic advisors, admissions staff, and academic departments to clarify International Admissions policies and procedures. Identify ways to streamline admission process and promote recruitment collaboration.

⊻ II.2. Develop and implement a robust, multifaceted student recruitment program.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2011-2012:

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

- Continued assessment and analysis of IUPUI and national & international enrollment trends to identify new markets for strategic recruitment
- Broadened 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 international transfer student fairs, and coordinating with domestic admissions to engage in regional high school outreach to schools with large international student populations.
- Utilized the Faculty & Staff Undergraduate Recruitment Travel Grant to expand recruitment outreach.
- Expanded outreach to various regions by increasing our web presence with Hotcourses.
- Expanded 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. Utilized this program to diversify our outreach to include personal phone calls, Skype chats, and various social media platforms such as Facebook, QQ, and RenRen.
- Continued to cultivate leads from our web lead contracts with Hotcourses and Zinch China by improving our web content and effective follow up.
- Continued to focus on activities that maximize yield of admitted students, including hosting yield events abroad during the spring travel season.
- Continued development of the IUPUI "brand" internationally through various methods of outreach including print and online publications, profiles, and social media platforms
- Piloted an international high school counselor fly-in program to increase visibility and develop lasting relationships with overseas high school counselors. Hosted a delegation from Suzhou No. 1 high school (China)
- Through the web, campus contacts, overseas advisor contacts, and travel, widely distributed the new international recruitment video to generate interest in IUPUI.
- Conducted outreach to support recruitment of students in the ELS program in Indianapolis. Redesigned the scholarship flyer to more effectively highlight scholarships available to international students.
- Participated in EducationUSA opportunities such as the EducationUSA Forum, REAC Asia Conference, weekly updates and virtual country-specific presentations to form strong working relationships with overseas advisors.
- Visited Omani and Kuwaiti embassy missions to encourage referrals of undergraduate students; provide academic advising reports with regard to the academic progress of enrolled sponsored students to their respective advisors. Continued development of student group code business practice to support routine services for sponsored students.

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

- Continued to improve outreach to student leads we receive through our web directory contracts with Zinch China and Hotcourses.
- Continued to evaluate our prospect data collection practices in order to maximize communication opportunities with leads we generate through travel.
- Redesigned 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. Participated in EDUSA virtual fairs to market IUPUI and recruitment of students.

- Continued to analyze data from Google Analytics to inform recruitment outreach.

Evidence of Progress for 2011-2012:

2011-12 was a year of significant transitions and reorganization following the retirement of two senior staff through IU's ERIP retirement program. Outreach efforts had to be balanced with the need to hire, train, and acclimate new staff. Nevertheless, the Fall 2012 recruitment cycle was very successful, resulting in 31% increase in new freshman enrollment and 10.8% increase overall in new international enrollment.

Activities planned for 2012-2013:

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

- Work with both IUPUI Campus partners and IU Alumni Office to contact IUPUI alumni before travel. Develop an internal OIA list of alumni who are willing to represent IUPUI at events.
- Create a reference resource of all sponsored programs to include: number of students in each program, sponsor contacts, special stipulations of the program, and recruitment events.
- Visit embassies 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.
- Plan domestic recruitment travel to ELS Centers based on ELS transfer reports and advice from our international partners. Implement programs specifically targeted to the recruitment of students in the ELS program via presentations, workshops, and on-campus classroom visits.
- Diversify our international student market by engaging in international recruitment travel to new regions both abroad and in the U.S: Balance international travel to China, Vietnam, Taiwan, Malaysia, India, South Korea, Brazil and the Gulf States with more internationally-focused domestic travel to ELS centers in Ohio, Illinois, DC, and New York, for example.
- Reach new international student populations by diversifying recruitment travel to include tours, small group, and individual travel. When possible, arrange travel along with faculty who are experienced in student recruitment.
- Collaborate with the Office of Admissions to reach out to international student populations at out-of-state community colleges.
- Develop a recruitment partnership with Vincennes; recruit more actively from Ivy Tech, and keep reports on feeder community colleges. Work with the Passport Office to ensure the new program coordinator is trained to work effectively with international students.
- Create a contact list of international high schools, EducationUSA offices, and other partners to help strategically manage our outreach and engagement.
- Diversify outreach to prospective students and strategic partners to include personal phone calls, Skype chats, and various social media platforms such as Facebook, QQ, Weibo, Twitter, and other blogging platforms.
- Assign each academic school and key department an international admissions liaison to maintain communications and build relationships.
- Create new recruitment publications such as a scholarship poster to include in mailings and to distribute during recruitment travel. Redesign recruitment publications to align with IU new marketing and communications branding guidelines.
- Increase campus awareness of Faculty & Staff Undergraduate Recruitment Travel Grant opportunity to expand outreach to cities or countries to which OIA staff/faculty will not be traveling.

outreach to cities of countries to which OIA staff/faculty will not be traveling.

- Take advantage of opportunities to publicize IUPUI brand by participating in special events hosted by numerous international organizations (EducationUSA, IIE, etc.)

II.2.b. Effective use of technology and systems to increase efficiency and quality of service.

- Begin planning and training sessions required to implement the international admissions module of Sunapsis to decrease number of systems required to process an application and take advantage of software designed to function specifically in the international education environment.
- Refine and clarify *iapply* web content with regard to English Proficiency, Conditional Admissions, Admission Criteria, Checklist, Costs/Funding, and Scholarships.
- Develop use of Google Analytics to enable assessment of our web recruitment strategies and to guide recruitment strategy.
- Evaluate opportunities for use of SUNAPSIS to facilitate recruitment-related outreach, for future implementation.
- Redesign overall navigation of International Admissions webpage.

⊗ 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 2011-2012:

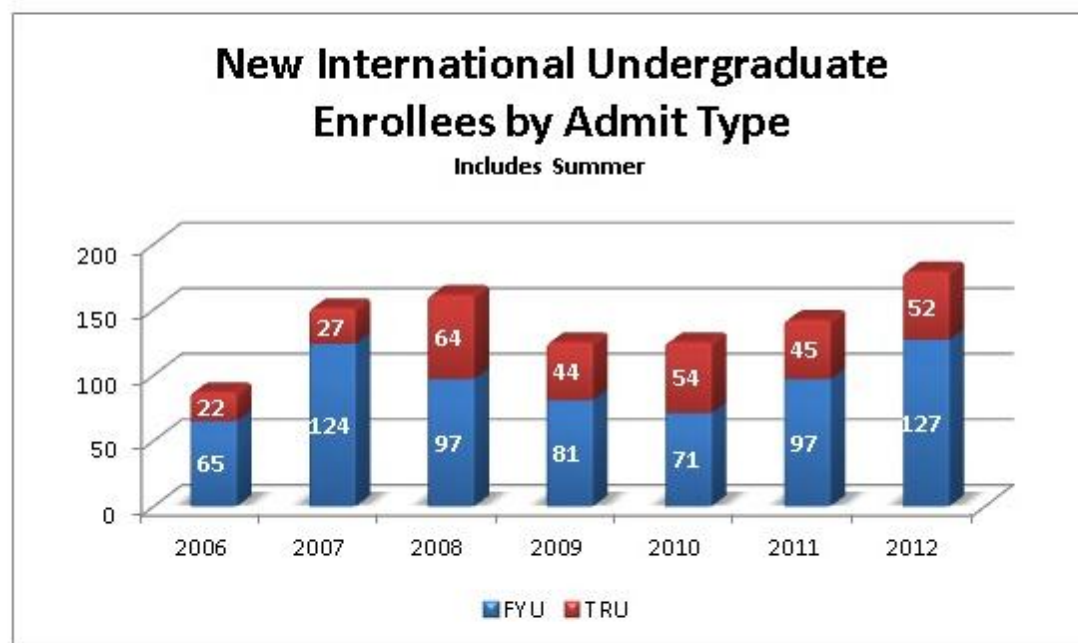### II.3.a. Enhanced communications with applicants to increase yield.

- Began year three of the International Student Ambassadors Program to increase enrollment yield for Spring 2012 and Fall 2012. Improved the current tracking system to better gauge the success of this program.
- Used ambassadors for prospect outreach in addition to applicant outreach, and expanded and diversified the methods of communication the ambassadors use in order to contact students.
- Developed a basic program for incoming graduate students to be matched one-on-one with current graduate students. Coordinated with academic departments to recruit and match volunteers.
- Developed an electronic "pre-arrival checklist" using Sunapsis that students can consult before arriving in Indianapolis.
- Reviewed and developed website content for newly admitted students.
- Developed an electronic "pre-arrival checklist" using Sunapsis that students can consult before arriving in Indianapolis.

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

- Worked with Graduate Office to share information with regard to communication technologies, policies, processes to create a more unified and streamlined international admissions process.
- Hired an Associate Director of International Admissions (redefined position) 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, developed admissions reference sheets for the most popular countries that provide the essential information to make admission decisions.
- Established and filled a new International Transfer Credit Analyst position. Ensured that each admission letter issued for an international transfer applicant includes a transfer evaluation.
- Worked 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.

The international admissions website was redesigned to simplify information. A new training manual was developed and student ambassadors underwent an extensive training process. A new Associate Director was hired to oversee graduate admissions and to take a leading role in the implementation of SUNAPSIS. Despite a high rate of turnover among the admissions staff, the admissions team maintained an efficient and responsive process, thereby enabling higher enrollments.

Activities planned for 2012-2013:

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

- Include a transfer evaluation with each admission package issued to an international transfer applicant.
- Work specifically with the School of Science, the School of Engineering and Technology, and the Kelley School Business to streamline the transfer process and deliver timely evaluation of credits.
- Refine information in undergraduate admissions letters to clarify admission conditions and the next steps to successful enrollment.
- Revise communications to transfer applicants to clarify application of transfer credits toward the IUPUI degree.
- Include a section on the International Admissions website that displays our recruitment schedules, both domestically and internationally.
- Modify communications, especially missing information letters, to applicants to more effectively communicate status and requirements.
- Hire Arabic-speaking Student Ambassador and expand the role of the Chinese Student Ambassador to include Chinese Social Media.
- Continue use of International Student Mentor Program and social media to maintain communications with admitted students.

II.3.b. Maintain or enhance speed of processing applications.

- At the graduate level, develop international credential evaluation forms that are more concise in providing information to graduate departments for purposes of admission decisions.
- Begin planning for implementation of SUNAPSIS, a new international admissions module, to begin building a more efficient process for both undergraduate and graduate applicants. Hold regular 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.
- Refine roles of the undergraduate admissions staff to streamline processing of admissions decisions and evaluations.
- Work with graduate departments to complete foreign credential evaluations much earlier in admission cycle to prevent logjam of applications in early spring.
- Add graduate student assistant to manage oiagrad@iupui.edu communications, resulting in faster responses to inquiries.
- Begin concerted effort to implement quality control standards across the undergraduate and graduate process via systematic reports and process review.

⊻ 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 2011-2012:

II.4.a. Enhanced response times for student and scholar visa service requests.

- Established an additional International Student Advisor position to enhance support for international students.
- Implemented complete use of Sunapsis eforms for a majority of student service requests.
- Centralized communications and note-taking on student records in Sunapsis for more efficient access to student information.
- More fully developed automation features and case status tracking features within SUNAPSIS.

II.4.b. Regulations and government procedures interpreted and communicated to stakeholders in a timely and effective manner.
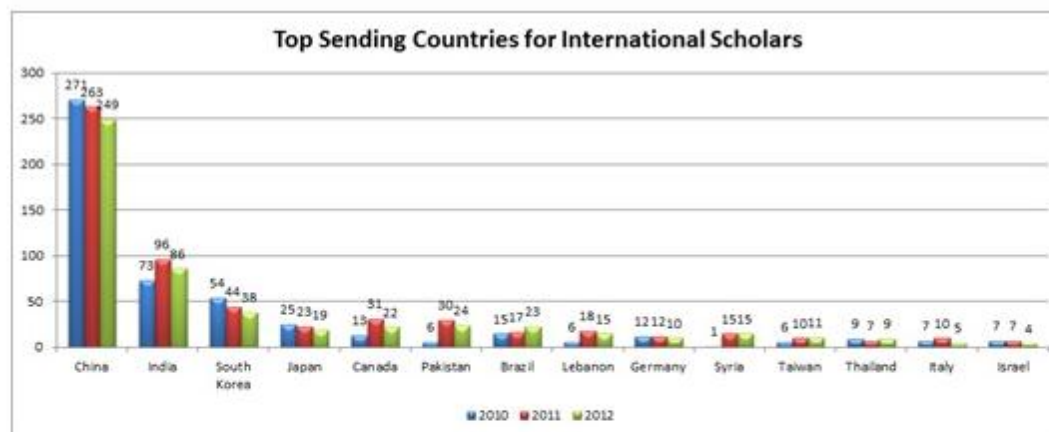
- Developed and presented guidance on enrollment of international students on F-1 visas in online programs at Academic Policies and Procedures Committee.
- In response to new Dept. of Labor (DOL) prevailing wage requirements, communicated with university departments on timelines and processes for obtaining prevailing wages related to the H-1B and providing alternatives to enable faster processing.
- Worked with departments sponsoring medical training programs to develop solutions for facilitating H-1B visas when offer letters were distributed late in the year.
- Worked with IUHP and IU departments sponsoring clinical H-1B's to strengthen procedures for postings in compliance with DOL requirements for the H-1B.
- Responded to US Department of State information request related to activities of Confucius Institute personnel on IUPUI-sponsored J-1 visas; developed further guidance on compliance on allowable teaching activities based on nationally disseminated Guidance Directive from the State Department.
- Responded to DHS Student and Exchange Visitor Program out-of-cycle information request pertaining to required retention of records, English language proficiency requirements for admission, and I-20 issuance practices.

II.4.c. Policies and procedures developed, enhanced, and effectively communicated.

- Offered training workshop on hiring foreign employees for departmental administrative contacts. IU immigration attorney presented on permanent residence process for foreign employees for departmental administrative contacts and on the J-1 waiver process for foreign physicians.
- Began pilot of new website supporting the employment-based visa process which integrates information on the SUNAPSIS system.

Evidence of Progress for 2011-2012:

The employment-based visa processing environment in 2011-12 was particularly dynamic, with regulatory procedures constantly changing and affecting the visa processing timelines. We have stayed apprised of the changes and maintained communications with hiring departments. Information requests from government agencies demonstrated that strong compliance procedures are in place.

Activities planned for 2012-2013:

II.4.a. Maintain or enhance response times for student and scholar visa service requests.

- Compile best practices for filing of the Labor Condition Applications and related postings, with particular focus on medical department practice groups as they move into IUHP.

II.4.b. Interpret and communicate regulations and government procedures to stakeholders in a timely and effective manner.

- In coordination with University policy development, continue to develop communications related to international students and online enrollment.
- Continue to offer ongoing training for department and scholars on hiring foreign employees and the permanent residence process.
- Launch a new website for departmental contacts that integrates with the SUNAPSIS intake and visa generation process.

II.4.c. Develop, enhance, and effectively communicate policies and procedures.

- Continue toffer workshops related tthe employment-based visa process:
  - o IU sponsored employment-based permanent residence policy and process.
  - o Hiring foreign employees.
  - o Understanding the permanent residence process and J-1 waivers for physician

☒ 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 2011-2012:

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

- Fully implemented eforms for all pre-arrival services, including use of the Pre-Arrival Checklist function in Sunapsis
- Made Sunapsis available to students on a pre-arrival basis for check-in and document upload in order to streamline orientation check-in procedures
- Implemented orientation scheduling functionality in Sunapsis, and disposed of the paper process for session sign-ups.
- Continued to refine E-Forms and their functionality.
- Developed a basic program for incoming graduate students to be matched one-on-one with current graduate students. Coordinated with academic departments to recruit and match volunteers.

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

- Transitioned 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.
- Developed a specialized orientation for international students in the Bridge Program
- Reorganized orientation for Fall 2012 by splitting the population into smaller groups. Freshmen and exchange students were served separately in smaller orientation groups.
- Considered ways to make orientation a more engaging experience for participants - still in progress.
- Refined content of orientation program for scholars, including more information from community resources

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Evidence of Progress for 2011-2012:

Moving from a paper visa request process to an electronic one for employment-based visa services for international employees took months of development and training for departments to use the new system effectively. This process was slowed by significant issues with the SUNAPSIS system upgrade launched in the fall of 2011.

Activities planned for 2012-2013:

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

- Automate communications with admitted students through use of updated Sunapsis checklist functionality, if made available during the current year.
- Routinize procedures, training and goals for the newly developed International Graduate Welcome Volunteer program, including development of a participant manual.
- Within the next two years, develop podcasts for new students on topic such as Housing, Peer Mentoring, etc.
- Develop use of Chinese social media options
- Increase effectiveness of pre-arrival communications to clarify student requirements to use iStart scheduling engine prior to arrival.

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

- Create an early arrival orientation for students arriving in July.
- Continue to plan for larger numbers of orientation attendees; explore various models to handle larger populations.
- Cooperate with University College to use the Sunapsis scheduling engine for UC orientation registration.
- Continue to develop our orientation program and hope to develop more that can be shown in a visual rather than just a written format. Provide more online materials in advance of arrival.
- Implement new international exchange student orientation.

II.5.c. Develop and enhance International Bridge content and procedures in cooperation with University College.

- Implement first mandatory Bridge program for international freshmen.
- Improve communications to admitted freshmen regarding Bridge; cooperate with UC to develop materials appropriate for an international audience.
- Make use of IPMP Outreach Assistants to contact freshmen regarding Bridge by phone, with the goal of improving estimates of Bridge attendance.
- Update International Bridge video
- Partner with University College to provide sufficient support for the Bridge population. Consider how OIA staff can support, or be a part of the instructional team.
- Brainstorm on ways to more effectively engage students in the Bridge experience in terms of incentives such as credit, certification, etc.

⊗ 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 2011-2012:

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

- Established "Peer to Peer" workshops developed and delivered three times per semester by International Peer Mentors
- Established the International Student Success Conference in cooperation with the Bepko Mentoring Program, with all day sessions developed and presented by IPMP and Bepko mentors.
- Continued the following programs for students:
  - International Student Employment Conference
  - Ice Skating Party

- o American Thanksgiving Program
- o Annual International Student Pitch-In picnic
- o Federal and State Tax Workshops and advising, with access to free software for preparation of nonresident alien tax returns
- o ITIN acceptance agent servics
- o Aetna Insurance Session
- o Winter Driving Workshop (with AAA)
- o Annual Graduation Reception
- o Holiday Traditions Event
- Organized a day trip to Nashville, Indiana as a new fall tradition.

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

- Continued to develop repertoire of pre-prepared presentations that can be offered on demand across campus to meet faculty, staff and advisor training needs.
- Proactively reached out to academic departments to discuss international student issues, discover staff or faculty-perceived challenges, and assist accordingly.
- For academic advisors, promoted awareness of guidelines for advising and course placement for students required to take English for Academic Purposes courses.
- 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/year through the International Student Grant Program.
- Assisted students in preparing and submitting 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.

- Implemented new IPMP structure as a scholarship program with a service requirement.
- Reviewed effectiveness of new structure and modified as necessary.
- Continued to expand and improve IPMP training program and manual.
- Developed more comprehensive IPMP website, which will go live in the next academic year.

Evidence of Progress for 2011-2012:

Feedback from the i-Graduate administered International Student Barometer reveals a consistently high satisfaction rating of international students (>90%) with OIA services.

Activities planned for 2012-2013:

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.

- Continue the following programs for students:
  - o International Student Employment Conference

- o International Student Employment Conference
- o Ice Skating Party
- o American Thanksgiving Program
- o Annual International Student Pitch-In picnic
- o Federal and State Tax Workshops and advising
- o Act as ITIN acceptance agent
- o Aetna Insurance Session
- o Winter Driving Workshop (with AAA)
- o Annual Graduation Reception
- o Holiday Traditions Event
- o Nashville, IN day trip
- Consider options for additional day trips using either bus transportation or car pools.
- Partner with the Multicultural Center to begin development of a support program for international students experiencing discrimination.
- Explore feasibility of collaboration with IUPUI Alumni Relations on establishment of a pilot foster family program that matches international students with local IUPUI alumni.
- Work with FMS to established a coordinated ITIN process that parallels that at IU-B.

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

- Reach out to academic departments/UC on an annual basis to meet new staff, and update continuing staff on OIA role, support options and procedures.
- Continue to develop a repertoire of pre-prepared workshops available to faculty/staff; collaborate with the Division of Student Life on training for cross-cultural competence.
- Annually participate in Orientation Kick-Off to present on full-time enrollment requirements/exceptions
- Work with JACADA and other campus groups to present annually on international student support issues.

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.
- Create a webpage with links to online scholarship databases
- Continue to award $50,000/year through the International Student Grant Program.
- Assist students in preparing and submitting applications for Economic Hardship Employment Authorization.
- Work with Student Financial Services on an emergency grant option for international students.

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

- Work with Engineering and Technology to develop and refine the role of the ET Assistant responsibility area
- Expand and improve training program, perhaps offering an off-campus retreat
- Develop mechanism for program assessment
- Develop a certification for "Above and beyond" mentors which results in a "senior" mentoring status.
- Introduce a "cohort" philosophy to IPMP in which mentoring teams create a team mentality amongst their mentees, for mutual support and goal setting.
- Raise the IPMP profile on campus by holding recruitment call-out meetings, increasing class visits, advertising in Jag News.

⊗ II.7. Provide innovative and effective support services for international scholars.
Campus Planning Theme:
Secondary Goals:

Sub Unit:
Time Frame:

Actions taken for 2011-2012:

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

- Held international faculty orientation and collaborated with other campus units.

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

- Offered training sessions on hiring foreign employees.
- Offered sessions on compensating foreign nationals visiting the campus.
- Offered training sessions on the permanent resident process.
- Offered sessions on issues related to hiring clinical physicians.
- Offered sessions on options for self-petitioning for permanent residence.

II.7.c.Effective use of technology and systems to increase efficiency and quality of service.

- The J-1 scholar and H-1B employee processes were fully moved to an electronic request system. Electronic forms collecting relevant data were developed for these processes, and provided extensive training for hiring departments on using the new system.
- Focused on monitoring SUNAPSIS alerts and reconciling data to increase effectiveness in meeting the visa needs of the scholar community and sponsoring departments.
- Established system of copying e-mail communications related to a particular scholar to the record in SUNAPSIS and adding notes to strengthen information sharing related to cases in progress.

Evidence of Progress for 2011-2012:

Scholar services unit continues implementation of the Sunapsis Scholar Service Module.

Activities planned for 2012-2013:

II.7.a. Develop and deliver high quality programs to enhance the international scholar experience at IUPUI.

- Offer a welcome breakfast for new international teaching faculty to meet and gain insights from continuing international teaching faculty who share some of the same concerns and perspectives.
- Host an event every semester for international teaching faculty to help them network with one another.
- Explore support mechanisms for post-doctoral fellows and scholar spouses.

II.7.b Continue to provide training and materials for IUPUI faculty and staff which develops their knowledge of international scholar requirements.

II.7.c.Effective use of technology and systems to increase efficiency and quality of service.

- Develop use of Sunapsis case management system and related alerts and communications.

- Continue to develop new e-forms planning to move the J-1 student intern and O-1 request forms to e-forms. Develop a "termination of employment" e-form.
- Develop automatic electronic communications to remind scholars and their departments of the need to extend the visa status.
- Develop a visa processing checklist within the SUNAPSIS system to track documents received and those that are missing - leading to quicker response times and greater transparency with the department sponsors and with the scholars themselves.
- Develop templates to extract e-form data and utilize in immigration forms .

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

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2011-2012:

II.8.a. Continued to recruit diverse mix of students.

- Residents from 19 different countries represented
- Twelve IUPUI schools represented
- International residents 77%, domestic residents 23%
- Undergraduate residents 84%, graduate/professional 16%

II.8.b. Continued to deliver relevant and well-attended programming involving I-House residents.

- Residents from 19 different countries represented
- Twelve IUPUI schools represented
- International residents 77%, domestic residents 23%
- Undergraduate residents 84%, graduate/professional 16%

II.8.c. Held International House 20th Reunion.

Evidence of Progress for 2011-2012:

The engagement of the Plater Scholars at International House has enhanced the I-House experience for all students.

Activities planned for 2012-2013:

II.8.a. Continue to recruit diverse mix of students as I-House residents, including a large proportion of the Plater Scholars Program. Develop new program to recruit students living in freshman dorms to live at I-House in their sophomore year.

II.8.b. Continue delivering relevant and well-attended programming involving I-House residents.

II.8.c. Enhance common space area through a mural facilitated by RA.

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:

Actions taken for 2011-2012:

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

- Continued 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
- Developed and delivered 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. Supported the internationalization of school and departmental curricula.

- Developed teaching tips and tools for faculty based on Internationalizing the Course Teaching faculty learning community.
- Worked with schools and departments as they develop international plans
- Developed country-specific materials for IUPUI's three strategic partners that will be available on the IUPUI website.
- Developed a list of health related study abroad programs in the IU system which has been distributed to related schools on campus.

Evidence of Progress for 2011-2012:

Active engagement with campus curriculum groups continues.

Activities planned for 2012-2013:

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

- Continue participation and facilitation of the International Service Learning Teaching Circle
- Continue "Internationalizing the Course" faculty learning community
- Financially support attendance of IUPUI faculty at the Internationalizing the Course and Campus Institute in Bloomington
- Develop and deliver Faculty Workshops on developing and leading study abroad programs
- Publicize the Print, Electronic, and video resources available through the OIA Lending System across the campus (books, documentary videos, and Kindles with international materials.)
- Develop country-specific materials for IUPUI's three strategic partners that will be available on the IUPUI

website.
- Develop online resources for study abroad program directors
- Participate in curricular and co-curricular strategic planning groups.

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

- Collaborate with University College's Curriculum committee to establish a sub-committee on internationalization
- Collaborate with University College to create a faculty fellow position devoted to internationalization
- Work with schools and departments as they develop international plans

⊗ III.2. Provide high-quality study abroad experiences for a growing number of IUPUI students.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken 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.

- Worked with faculty on the development of new programs to be approved through OSAC
- Continued to refine iAbroad to better meet the needs of program administrators, participants and the Study Abroad office.
- Continued to seek 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.
- Worked with Registrar, Bursar, and faculty directors to improve the system whereby program fees are charged through the Bursar rather than collected by individual departments.
- Continued to work with relevant office on campus and throughout the university to develop better guidance for program directors on paying study abroad program expenses.
- Continued to develop emergency planning for study abroad programs.
- Worked with the School of Science to identify additional opportunities that would fit the interests of these students.
- Developed and offered a session for students returning from abroad to provide tools for re-entry in conjunction with Career Services
- Surveyed IUPUI study abroad program administrators on the support they receive for their programs and the challenges they face in operating them.

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

- Supported the university-wide campaign to develop an endowment for study abroad throughout Indiana University.
- Worked with schools, departments and enrollment center to develop and administer scholarships or stipends for study abroad.
- Supported IUPUI students in applying for national scholarships such as the Gilman, Boren, and Fulbright Scholarships. Held workshops on Fulbright for interested students.
- Stabilized Enrollment Shaping Initiative Scholarship funding as an ongoing commitment of $40,000 annually for study abroad scholarships.

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

- Held 7 faculty development workshops.
- Continued participation in International Service Learning Teaching Circle to provide synergy with study abroad and international service learning.
- Worked with the JACADA campus advising group to offer two sessions on study abroad for academic advisors.

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

- Worked with IUPUC to increase promotion of study abroad opportunities to IUPUC students.
- Continued campus outreach by holding class presentations, information tables, study abroad fairs and participating in campus events.
- Continued to refine the iAbroad website so that it functions more efficiently for students.
- Developed exhibit of photos taken by IUPUI students abroad in conjunction with the Partnership China year.
- Held an event featuring a panel of returned students who shared their experiences abroad with the IUPUI campus community.
- Held three study abroad fairs. Including our first ever evening fair to reach students who aren't on campus during the day.
- Implemented a Facebook Ambassador program which identified a participant in an IUPUI study abroad program who posted reflections, videos and photos before, during and after their program abroad.

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

- Continued to refine data management system to improve application, post-acceptance and post-program processes as well as reporting.
- Identified an Overseas Study Advisory Council member to serve as a liaison to the Study Abroad Advisory Committee.

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

- Continued to offer study abroad generally and program specific orientations for students.
- Revised program specific participation manuals .

Evidence of Progress for 2011-2012:

- 98% of IUPUI programs are now using iAbroad for collecting required information from students.
- Six new study abroad programs approved.
    - Herron - Paris
    - Public Health - Brazil
    - Dentistry - Vietnam
    - Honors - Costa Rica
    - Family Medicine - China
    - Geography & Spanish - Cuba
- Held two Study Abroad Re-Entry Meetings
- Held seven program director workshops
    - iAbroad demonstration
    - Developing a Study Abroad Program - IUPUI
    - Developing a Study Abroad Program - IUPUC
    - Planning Ahead: Health and Safety in Study Abroad Programs
    - Dealing with Challenging Student Behavior Abroad: How IUPUI's Code of Conduct Applies on Study

Abroad Programs
- o Introduction tInternational Service Learning
- o Working with Partners Abroad
- Offered 49 class presentations reaching more than 1270 students
- Held 24 information tables reaching more than 160 students
- Held three study abroad fair reaching more approximately 875 students.
- Participated in 10 campus events coordinated by other units reaching more than 1100 students
- Facebook Ambassador program
  - o 13% increase in the number of likes tour Facebook page
  - o 125 posts made by Ambassadors
- 26 pre-departure sessions offered by the office.
- Four Fulbright workshops offered.
- 47 IUPUI study abroad programs ran.
- 412 of IUPUI's 6531 spring and summer graduates had studied abroad (6%)
- 31 of IUPUI's 100 Top Students had studied abroad

Activities planned for 2012-2013:

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.
- Initiate an Accelerated Improvement Process involving multiple constituents around improved understanding and guidance on making study abroad program payments.
- Work with Registrar, Bursar, and faculty directors to improve the system whereby program fees and pre-payments are collected through the Bursar rather than collected by individual departments or the Study Abroad Office.
- Continue to develop emergency planning for study abroad programs.
- At peak times, offer sessions for students returning from abroad to provide tools for re-entry in conjunction with Career Services

III.2.b. Continue to increase scholarship funding for study abroad.

- Provide funding information sessions for graduate and undergraduate students that will highlight the broad range of funding opportunities available.
- Work with units on campus as they develop and implement grants or scholarship programs which could be used by students studying abroad.
- Continue to support the IU study abroad scholarship endowment initiative.

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

- Hold at least 4 faculty development workshops.
- Connect with and support advisors and potential faculty directors at IUPUC.
- Continue to interact with JACADA to provide information to academic advisors on study abroad and have dialogue about how the office can better support advisors in their role to encouraging students to study abroad.

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

- Work with IUPUC to increase promotion of study abroad opportunities to IUPUC students.
- 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.
- Hold an event featuring a panel of returned students who can share their experiences abroad with the IUPUI campus community.
- Increase the use of video in promoting study abroad.
- Hold at least 2 study abroad fairs.
- Enhance the Facebook Ambassador program by deepen the reflection in which ambassadors engage.
- Develop strategies to reach out to under-represented groups in study abroad.

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

- Develop policy manual for study abroad.
- Develop a policy on program providers visiting campus.
- Communicate bursar policies and procedures to program providers.

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

- Create a video orientation on health, safety and security which all students in iAbroad would be required to watch and on which they must correctly answer relevant questions.

III.2.g. Implement a functional database to meet the multifaceted needs of faculty, staff and students engaged in study abroad.

- Continue to work with the iAbroad development team to fully realize the goals and plans as articulated in the needs assessment.

▶ **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 2011-2012:

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

- The strategic international partnership between IUPUI and Moi University continues to expand, with representatives from an increasing number of schools participating. The monthly IUPUI-Moi University Strategic Partnership Committee Meeting, and the Kenya Interest Group, provides a forum for campus-wide Kenyan initiatives.
- OIA's sponsorship of collaborative peace conferences in Kenya continued in 2011/2012 with the co-hosting of a well-attended event at the Mt Kenya campus of Moi university (Karatina University College) which was focused on natural resources, conflict and peace. Collaboration centered on rebuilding the social fabric in the wake of the

on natural resources, conflict and peace. Collaboration centered on rebuilding the social fabric in the wake of the failed 2007/8 national elections has led to the establishment at Moi University of a Center for Peace and Reconciliation.

- Completed the process of signing an MOU between IU and University of Hyderabad. Planned for a symposium at University of Hyderabad on unleashing innovation as a kick-off event for this partnership.
- Launched Partnership China as the third annual series highlighting our international partners to the campus community
- Our strategic partnership between IUPUI and Sun Yat-sen University (SYSU) continues to expand, with the signing of two further 2+2 dual degree programs, this time with Mechanical Engineering and Electrical Engineering. A cohort of 20+ mechanical engineers will begin year three of the dual degree at IUPUI's Purdue School of Engineering in 2014. The medical faculty exchange program that brings IU School of Medicine to China, and SYSU School of Medicine faculty to IUPUI, continues to thrive.
- Continued to explore feasibility of IUPUI presence at SYSU; supported travel of IUPUI delegation to SYSU in Fall 2011 for partnership development and 2+2 recruitment
- Continued to evaluate the feasibility of developing a strategic partnership document with UAEH, and met with UAEH representatives at NAFSA 2012

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

- In 2011-2012, the OIA facilitated the signing of new partnership agreements between IU and Osaka University and Waseda University in Japan, as well as unit-to-unit agreements with the University of Honduras (Medicine) and Kimg Mongut University in Thailand (Engineering). A number of other agreements were renewed, including with the University of Newcastle in the United Kingdom.
- Participated in visit of large delegation from Osaka University; facilitated MOU and implementation plan with Dept of Radiation Oncology
- Consulted with School of Dentistry and delegation from King Saud University on collaborations in graduate education
- Worked with University Counsel to develop MOU with IU Health so that the OIA/IUPUI is positioned to support visa services for short-term training programs.
- Consulted with PETM on potential for developing a relationship with the University of Tehran
- Facilitated USAID J-1 visa sponsorship for Liberian students at the School of Nursing.
- Consulted with ENGT on potential for transfer program with Arab Academy of Science and Technology (Alexandria, Egypt)

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

- Hosted visit from Symbiosis University (Pune, India)
- Facilitated visit from Eastern International University, Vietnam
- Contributed to program development for large delegation of SYSU deans and faculty for professional development seminar at the Center for Teaching and Learning.
- Met with School of Education visitors from Taipei Municipal University of Education (Taiwan)

Evidence of Progress for 2011-2012:

A robust set of activities with international partners continued in 2011-2012.

Activities planned for 2012-2013:

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

- Continue to evaluate the feasibility of developing a strategic partnership document with UAEH.
- We plan to sign partnership agreements in India with the University of Pune and Symbiosis International University, and continue to build our collaboration there.

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 2011-2012:

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

- The Director of International Partnerships has continued to investigate possibilities for new international collaborations, spearheading a novel 'virtual study abroad program' for IUPUI students to the Gaza Strip. Team-teaching with a professor from Gaza University, a course was hosted on the pathways of peace in the Middle East. Gaza University has since signed an agreement with Course Networking (CN) in Engineering, and there is interest from IU Bloomington in partnerships in journalism and the Kelley School of Business.
- Developed a new Global Dialogues course with TCEM to be offered in collaboration with Piran, Slovenia
- Developed new Themed Learning Community titled "Palestine: A Virtual Study Abroad Program" in conjunction with Gaza University; facilitated participation of two women in undergraduate research program at IUPUI
- Continued to offer Reconciliation in International Perspective course
- Continued to offer Introduction to International Studies for Themed Learning Community
- Engaged faculty in use of videoconferencing and other uses of technology (e.g., Skype, Adobe Connect) to internationalize their courses
- Consulted with UITS to develop a plan to update the Global Crossroads videoconferencing facility and identify funding.

Evidence of Progress for 2011-2012:

The Global Crossroads classroom technology is extremely dated. Progress has been made in identifying options for funding a complete renovation of the facility.

Activities planned for 2012-2013:

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

- Teach new Global Dialogues course with TCEM with Piran, Slovenia
- Engage faculty in use of videoconferencing and other uses of technology (e.g., Skype, Adobe Connect) to

internationalize their courses

- Submit a Learning Environments grant to rebuild and configure ES 2132

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 2011-2012:

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

- Continued discussions with Sampoerna Foundation on Informatics/New Media collaboration with new international university in Jakarta.

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

- Facilitated meetings for Gadja Mada University visiting Fulbright scholar with IUPUI faculty with an interest in Indonesia
- Participated in visit of Rajamangal (?) University (Thailand) and supported agreement for Construction Engineering Management study abroad program

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

- Visiting Fulbright Scholar from Gadja Mada University met and gave lectures for three undergraduate and one graduate class at IUPUI

Evidence of Progress for 2011-2012:

Restate: In 2011, the CSEA director retired. Interim leadership of CSEA shifted to AVC. With new AVC appointment, January 2012, priority attached to identifying priorities of CSEA through onging meetings with faculty.

Activities planned for 2012-2013:

IV.1. Support engagement opportunities with Southeast Asia

- Support short-term professional training program for Vietnamese faculty under Vietnam's Project 2020.

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 2011-2012:

V.1.a. Assisted these groups in development of projects and identification of funding sources.

- Continued to publicize internal grant opportunities and to assist faculty in developing their ideas
- Continued to promote the new categories within the International Development Fund on OIA website
- Continued to participate in the IDF grant selection process
- Continued to serve on advisory board of the IU Center for Global Health
- Conducted survey of new faculty to determine international research and collaboration interests; provided follow-up consultations.
- Director of Curriculum Internationalization has served as a research mentor for undergraduate students in the Diversity Scholars Research Program

Evidence of Progress for 2011-2012:

Support for the campus community is ongoing.

Activities planned for 2012-2013:

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

- Continue to participate in the IDF grant selection process
- Continue to provide technical support for IDF and other international grant applications
- Serve as a research mentor for undergraduate students in the Diversity Scholars Research Program
- Continue to survey and consult with new faculty.
- In partnership with the School of Philanthropy, hire GA to research funding opportunities.
- Pursuing collabofative initiative between Philanthropy/OIA/and CSEA to develop white paper on IUPUI's East and Southeast Asia agenda.
- Collaboration with new School of Public Health as advisor on international aspects of curriculum.

▶ **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 2011-2012:

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

- Working in collaboration with the Director of Curriculum Internationalization, the Director of International

- Working in collaboration with the Director of Curriculum Internationalization, the Director of International Partnerships hosted a number of cutting edge events on the IUPUI campus and in the broader Indianapolis community to highlight the situation in various international settings and to initiate collaborations for students and faculty. Specifically, there were events focused on Liberia (Lehmah Gbowee, Nobel Peace Prize winner), Somalia (Humanitarian relief effort), Eritrea (political instability), Tibet (human rights abuses), and Rwanda (Genocide commemoration).
- Through the Confucius Institute in Indianapolis (of which the Director of International Partnerships is the Associate Director), many more events were hosted on the IUPUI campus and the broader community to promote an awareness and appreciation of Chinese language and culture. These included the annual Spring Festival, Moon Festival, and also visiting noted operatic and theatrical performers.
- Executed Partnership China programming.
- Organized the 8th IUPUI International Festival, bringing school representatives into the planning process.
- Facilitated visit of Nobel prize winner Leymah Gbowee to IUPUI with lecture at the McKinney School of Law.
- Continued to support weekly Culture Hours offered to I-House residents and others
- Co-sponsored opening of the Spanish Resource Center.
- Through the new International Programming Grant for student groups, supported the following programs: International Club Fashion Show, African Students Association Africa Night, Azerbaijan Student Association's Nourooz celebration, and the China Philanthropy Leadership Network guest speaker in the Global Crossroads.

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

- Consulted with Division of Student Life on development of international programming grant for student groups.
- Coordinated Partnership China programming with Asian American Heritage Month in Spring 2012.
- Consulted with the Office of Equal Opportunity on cultural sensitivity training development.

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

- Explored new opportunities for collaboration with newly reorganized Division of Student Life.
- OIA staff served as advisor for the African Students Association, Go Abroad, and International Club.

Evidence of Progress for 2011-2012:

We held the biggest international festival ever with nearly 1,000 in attendance in the Campus Center with substantial support from IUPUI Food Service and Barnes & Noble Bookstore. IUPUI units continue to actively engage with the OIA on programming initiatives.

Activities planned for 2012-2013:

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

- Hold the 9th Annual IUPUI International Festival
- Explore Fulbright opportunities to bring Scholars in Residence to campus
- Continue to offer Culture Hours each Friday
- "China in Africa" forum funded by Hanban for April 2013 which brings together scholars and students from the US, China and Africa to discuss the new model of international development.
- 'Forgiveness in International Perspective' forum which is funded by the US Institute of Peace and IIE which will explore new dimensions in conflict resolution on the international stage.

explore new dimensions in conflict resolution on the international stage.

- IUPUI and Moi University will also be hosting a Peace Marathon in Kenya in 2013.
- Engaging Enemies conference planned with IUB, Pan Asia Institute, and OIA.

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

- Hold two rounds of competition for International Programming Grant funding.

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

- Seek new opportunities for collaboration with Diversity, Equity, and Inclusion.
- Collaborate with the Division of Student Life on cross-cultural training certification program for staff.

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 2011-2012:

VI.2. Consulted and collaborated with local organizations.

- Continued collaboration with local organizations with international focus.
- Included local organizations in the 8th IUPUI International Festival: International Center, Nationalities Council of Indiana, Rotary Club, The Village Experience, Indianapolis Sister Cities program.
- IUPUI's sponsorship of the Indianapolis International Festival continued, organized by External Affairs.
- Consulted with professional organizations on cross-cultural training.
- Director of Curriculum Internationalization presented a session on the importance of international perspectives for 100 Black Men of Indianapolis and Jack and Jill of Indianapolis for young men participating in the The Beautillion Militaire
- Supported VC for External Affairs Amy Warner in her participation in Indiana Trade Mission travel to Zhejiang Province, China.

Evidence of Progress for 2011-2012:

Together with VC for External Affairs, the new Associate Vice Chancellor met with key community leaders and groups engaged in international activities. As a result, OIA's community engagement has deepened.

Activities planned for 2012-2013:

VI.2. Consult and collaborate with local organizations.

- Participate in Indianapolis Sister Cities Festival planning and event, and engage with other Sister Cities/Sister State

initiatives.

- Collaborate with International Center to establish student volunteer corps to help set up display of the IUPUI flag collection at local community events.
- Pilot an international community calendar to feature off-campus events as a resource for the community.
- Director of Curriculum Internationalization will present a session on the importance of international perspectives for 100 Black Men of Indianapolis and Jack and Jill of Indianapolis for young men participating in the The Beautillion Militaire.
- Collaborate with community partners to submit a proposal for the campus to play a role in the next Brookings Institute Metropolitan Export Initiative cohort.
- Involve community stakeholders in an Advisory Group to the American Council on Education's Internationalization Laboratory.
- Collaborate with Indiana Council on World Affairs to cross promote events and share distinguished speakers.

▶ **Goal VII. OIA is managed in a productive, cost-effective manner that achieves IUPUI's internationalization goals. [new goal]**

⌄ 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 2011-2012:

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

- Continued to participate in IU benchmarking process through the Student Services Initiative.
- Continued consolidation of international recruitment and admissions; established an associate director for international admissions position with a primary focus on graduate international admissions and operations, a new full-time transfer credit analyst, and an additional professional recruiter.
- Established an additional international student advisor position to maintain effective support for IUPUI international students.
- With funding from the Enrollment Shaping Initiative, established additional outreach positions to support recruitment and transfer programs.
- Continued to evaluate role of IU Center on Southeast Asia.

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

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

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.

- Completed transition in Associate Vice Chancellor position.

Evidence of Progress for 2011-2012:

2011-12 was a year of significant leadership transition at the Associate Vice Chancellor and admissions director level. These transitions have been managed effectively and staff are focused on key initiatives.

Activities planned for 2012-2013:

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

- Continue to participate in Student Services Initiative, according to directions established as part of the Fall 2012 International Services review.
- Evaluate feasibility of establishing a full-time administrative support position for the study abroad office.

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

- Update OIA space inventory in order to articulate critical space needs.

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

- Pilot internal newsletter to keep all units informed of the overall work of the OIA.
- Continue OIA staff listserv
- Continue weekly and monthly meetings

Fiscal Health

Reallocation Plan

Other Question(s)