Mission

The mission of the Office of International Affairs (OIA) is to promote and facilitate international exchange and understanding for the IUPUI community. OIA is the unit responsible for coordinating campus-wide efforts to implement IUPUI’s Strategic Plan for Internationalization, which outlines the following activities supported by OIA:

- International and cross-cultural education throughout the academic curriculum;
- International research and development, service, and educational programs;
- Cooperative programs with international academic, research, and service institutions;
- International thematic work and relationships connecting schools, centers, and institutes on campus;
- International programs and projects applying state of the art communication technology;
- International student recruitment and retention in IUPUI academic and alumni programs; and
- Visits of international scientists and fellows to the IUPUI campus and visits by student, faculty, and staff representatives of the IUPUI community to international sites

Goals and Objectives

1. Attract and support international students to contribute to an increasingly diverse student population.
2. Coordinate and strengthen campus-wide efforts to recruit international students.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
- **Sub Unit:** n/a
- **Time Frame:** Ongoing

Actions taken for 2001-2002:

1. Improved recruiting materials and procedures;
2. Increased support for prospective students: implemented GoalQuest follow-up automated e-mail program for admitted students to foster continued interest in IUPUI as a first choice for international undergraduates;
3. Initiated e-mail follow-up with admitted students to explain and offer services;
3. Coordinated recruitment programs: conducted International Recruitment Workshop for campus; established electronic contact with overseas educational advisors; hosted 22 overseas advisors at IUPUI in conjunction with Destination Indiana Program;
4. Discontinued mechanism for late international undergrad applicants to PUWL to be referred to IUPUI due to low yield (84 referrals; 28 admissible; 9 enrollments; <10% retention – most transferred out to Purdue);
5. Nominated 10 international undergraduates for scholarships for Fall 2002; all 10 received awards totaling over $33,000;
6. Completed survey of 350 “no-show” admits who did not enroll; 29.3% responded; 19 students requested admission updates through the survey.

Evidence of Progress for 2001-2002:

1. Increase in applications, admissions, and new enrollees as follows: Total International Fall 2000 - 2001 - 2002
Activities planned for 2002-2003:

1. Continue to improve recruiting materials and procedures: • Revise/update International Viewbook; • Revise international admissions website to make it more user-friendly; • Rationalize and where appropriate expand information on website for admitted students; • Upgrade and revise Welcome Brochure and website for admitted students; • Improve tracking of prospects; • Develop schedule for revising international application materials annually and website as needed; • Review/revise all admission material sent to students post-admit phase; • Seek external feedback on all material through GoalQuest, interdepartmental consultation, focus groups; • Annual revision of GoalQuest materials; 2. Increase and evaluate direct recruitment trips: • Participate in 2 overseas recruitment fairs in East/Southeast Asia; • Carry our mailing to overseas educational advising center; 3. Increase and evaluate material support for international students: • Expand involvement and recognition of international student organizations helping to provide support; • Conduct survey of new students to evaluate effectiveness of support services; • Continue to offer IUPUI scholarships to eligible students.

2. Develop international admissions procedures to facilitate international student enrollment (including development of material/procedures designed to assist international students prepare for the study programs).

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: n/a
Time Frame: Ongoing

Actions taken for 2001-2002:

1. Implemented Phase II of SIS; 2. Implemented Visa Manager Software in preparation for SEVIS; 3. Created international admissions counselor position to provide counseling support for international applicants; 4. Expanded data-entry staff to support the new Student Information System (SIS); 5. Expanded use of e-mail as primary means of corresponding with applicants, whenever possible.

Evidence of Progress for 2001-2002:

1. Percentage of applications processed within 4 weeks of receipt of completed materials; 2. Responses to all Fall semester applications received by June 1 completed by June 30.
Activities planned for 2002-2003:

1. Continue integration of databases and admissions processing with Enrollment Services: • Link international undergraduate admissions website to on-line ApplyYourself application; • Improve use of SIS/UIE data in admissions processing and reporting; 2. In cooperation with other IU international offices, implement VisaManager software to comply with SEVIS and new INS and State Department student visa regulations; 3. Simplify and improve admissions processing workflows; 4. Develop measures of processing time; 5. Identify benchmarking processing timelines from peer institutions.

☐ 3. Evaluate international transfer credit procedures and develop plan to simplify procedures for transfer students.
   Campus Planning Theme: Best Practices
   Secondary Goals:
   Sub Unit: n/a
   Time Frame: Ongoing: Develop Plan 2001-02; Plan implementation

Actions taken for 2001-2002:

1. Improved information to admitted transfer students about the course equivalence part of the evaluation process and published guidelines for required documentation. Included school-specific information where appropriate.

Evidence of Progress for 2001-2002:

1. Documentation of time required to process transfer credit evaluations; 2. Successful establishment of integrated mechanism across campuses for documenting transfer credit evaluations; 3. Number of new articulation agreements with overseas partner institutions: 0 completed 2001-02, 4 in progress.

Activities planned for 2002-2003:

1. Develop schedule for evaluating syllabi and course descriptions for articulation agreements with overseas partner institutions in a timely manner; 2. Work with SIS development team to capture transfer credit course equivalence as final phases of SIS are implemented; 3. Document time required for processing of transfer credits; 4. Develop articulation agreements with overseas partner institutions to enhance recruitment prospects and minimize internal time use for transfer documentation assessment; 5. Improve information to applicants about transfer credit and course equivalence evaluation procedures as guidelines for establishing realistic transfer credit expectations; 6. Meet with schools and advisers after the beginning of each fall semester to evaluate transfer credit and placement issues.

☐ 4. Provide orientation and on-going support to serve the needs of international students.
   Campus Planning Theme: Teaching and Learning
   Secondary Goals:
   Sub Unit: n/a
   Time Frame: Ongoing

Actions taken for 2001-2002:

1. Continued arrival and housing assistance programs; 2. Continued integration of undergraduate orientation programs...
Evidence of Progress for 2001-2002:

Student/school ratings of orientation services

Activities planned for 2002-2003:

1. Strengthen orientation programs: • Continue and increase involvement of continuing students in orientation; • Develop mechanism for school evaluation of international orientation programming; 2. Continue comprehensive support services for international students in cooperation with other campus offices (Counseling & Psychological Services, Career Center, University College, etc.).

☐ 5. Expand International House capacity and programs while maintaining I-House as model for theme housing at IUPUI.

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit: n/a
Time Frame: 2002-04

Actions taken for 2001-2002:

1. Continued contractual agreement with Riverpointe Apartments to house I-House during IUPUI transitional housing period; 2. Moved most International Club-sponsored Culture Hours from Riverpointe to UC Building to promote on-campus programming with an international focus 3. Worked with Parking Services to extend evening Shuttle Service to Riverpointe to address transportation/security concerns of residents.

Evidence of Progress for 2001-2002:

1. Occupancy rate (goal is 95%-100%); Riverpointe occupancy is at 90%; 2. Number of participants in I-House Programs: 1250 during 2001-02; 3. Campus funding for international student programming; International Club was awarded more than $14,000 in annual student programming funds, including a 100% increase in programming funds for weekly Culture Hours for 2003.

Activities planned for 2002-2003:

1. Move I-House back to campus in August 2003 in first phase of new housing development; 2. Expand I-House capacity 100% to 94 residents in 2004; maintain strong working aspects of I-House model for theme housing at IUPUI.
3. Integrate I-House more closely with Residence Life programs; 4. Increase faculty involvement with I-House programs; 5. Return to level of domestic occupancy at 25-30% to enhance cross-cultural living learning component; 6. Expand attendance at Culture Hours and develop additional programming; increase publicity; 7. Conduct focus groups of existing residents re: feedback and suggestions; identify alternative program options from reviews of successful programs at other urban universities.

6. Provide pro-active information to advise and support international students and scholars amidst changing regulations and policies reflecting national security concern.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

- **Sub Unit:** n/a
- **Time Frame:** Ongoing

**Actions taken for 2001-2002:**

1. Arranged staff-accompanied JagBus trips to the Social Security Administration during Orientation to facilitate SSN applications in light of stricter SSA requirements;
2. Researched changes in BMV license issuance policies and communicated with BMV personnel to assist international students improperly refused driver’s license issuance;
3. Updated handouts and web site to reflect extensive new federal policy changes involving visa issuance, security clearances, travel to Canada, Special Registration, and ISEAS;
4. Participation in IU’s SEVIS Implementation Team.

**Evidence of Progress for 2001-2002:**

1. Student/scholar satisfaction with services
2. Timely SEVIS implementation in compliance with federal requirements
3. Ability to continue issuance of visa documentation without interruption

**Activities planned for 2002-2003:**

1. Close monitoring of federal regulatory activity and ongoing communications;
2. Upgrade of VisaManager software to enable batch processing of federal reporting requirements;
3. Extensive communications to inform of implications of SEVIS implementation for the campus community: e-mail communications to undergraduate academic advisors and graduate program directors and staff; e-mails, newsletter, web site updates, and information sessions for international students & scholars; availability for presentations at departmental meetings;
4. Ongoing proactive development of advisory channels for assisting international students/scholars in complying with the dramatic increase in new immigration/residency regulations precipitated by recent national security concerns.

2. Improve student learning by increasing opportunities for overseas international experience.

1. Support the development of new IUPUI study abroad programs that provide academic international experience.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

- **Sub Unit:** n/a
- **Time Frame:** Ongoing
Actions taken for 2001-2002:

1. Supported development of new study abroad programs in Cuba (biogeography) and the Galapagos Islands (geology), & Bologna, Italy (philanthropy); 2. Developed online version of faculty handbook; 3. Inaugurated annual Overseas Study Faculty Directors Luncheons for dialog issues; 4. Inaugurated First Annual Study Abroad Photo Contest

Evidence of Progress for 2001-2002:

1. Number of new study abroad programs approved by Overseas Study Advisory Committee: 2 2. Number of faculty attending workshops 3. Number of students participating in study abroad programs.

Activities planned for 2002-2003:

1. Centralize common procedures; 2. Establish annual faculty director workshop to train and assist faculty with pragmatic issues; 3. Assist faculty with development of new overseas programs 4. Increase study abroad promotional activities — department specific programs (Business and Liberal Arts in 2002).

- Increase IUPUI student participation in IUPUI and IU study abroad programs.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

Actions taken for 2001-2002:

1. Revised study abroad brochures; 2. Participated in IUPUI student fairs; 3. Revise student handbook; 4. Made presentations to University College academic advisors; 5. Developed databases for program/student tracking and student follow-up

Evidence of Progress for 2001-2002:

1. Number of students in study abroad programs: 210 2. Percentage increase in students participating in study abroad: 40% increase from 1999-01 to 2000-01; 3. Maintained constant level of overall study abroad participation in 2001-02 despite world security concerns.

Activities planned for 2002-2003:

1. Develop online application for undergraduate programs to synthesize application process and track student enrollment in IUPUI overseas programs; 2. Conduct student follow-up at 6-month intervals to promote participation; 3. Conduct outreach to students through presentations to departments, student organizations, Campus Day presentations, Student Activities Fair, Learning Communities, etc.; 4. Maintain and update study abroad web pages.
3. Support world-class research and teaching activities.

1. Provide efficient visa service infrastructure for international faculty and research staff.
   
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
   **Secondary Goals:**
   **Sub Unit:** n/a
   **Time Frame:** Ongoing

   **Actions taken for 2001-2002:**
   1. Participated in HRMS development to ensure appropriate business practices for the hiring of international employees;
   2. Provided IRS-conducted tax workshops and made tax preparation software available at no cost to assist international clients with special taxation requirements for foreign nationals;
   3. Provided proactive information on (see Goal 1, Objective 6);
   4. Established Visa Services Specialist support position to respond to growing demand for employment-based visa processing and ensure timely processing.

   **Evidence of Progress for 2001-2002:**
   1. Timely processing of visa requests; accuracy of information provided;
   2. Number of scholars 2001-02: 433, including 8.5% increase in services for labor-intensive H1B and O1 visa holders.

   **Activities planned for 2002-2003:**
   1. Monitor changes in visa regulations and procedures to facilitate pro-active response and maintain high level of expertise;
   2. Carry out HRMS data-entry for international employees accurate records for international employees;
   3. Provide timely reminders of visa expiration dates to facilitate timely extensions;
   4. Offer tax workshops and software assistance;
   5. Offer workshops to provide information for campus administrative staff on visa procedures.

2. Provide information and resources to faculty to encourage distinguished international research and service.
   
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
   **Secondary Goals:**
   **Sub Unit:** n/a
   **Time Frame:** Ongoing

   **Actions taken for 2001-2002:**
   1. Advised faculty inquiring about support;
   2. Director for International Development met with academic units to assess needs and offer assistance in procuring research funding/grants and international research/project proposals;
   3. Implemented State Dept. project in Macedonia;
   4. Assisted in procuring Nursing USAID grant for Mexico.

   **Evidence of Progress for 2001-2002:**
   The following statistics are to be developed:
   1. Number of grants submitted and approved;
   2. Number of workshop attendees;
   3. Completion of tasks outlined.
Activities planned for 2002-2003:

1. Develop webpage to facilitate access to information about funding opportunities; 2. Conduct workshop for faculty on Fulbright opportunities; 3. Complete development of data base/spread sheet overviews of school research interests/faculty research interests/international activities by country/existing and historical projects by department. 4. Complete database of faculty and administrators interested in receiving updates on international activities, events, visitors and opportunities on campus. 5. Develop departmental profiles of teaching/research interests in these fields for purposes of assisting in grant development awareness. 6. Complete development of database of grants and funding opportunities annually offered along with timelines and other related information. 7. Undertake study and develop strategies for fostering more inter-departmental contact and research.

3. Strengthen the Center on Southeast Asia as a focal point for research and grant development opportunities arising within this area.

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

Actions taken for 2001-2002:

1. Identified opportunities and synergies for grant development and fostering cross departmental interest for purposes of achieving above. 2. Hosted visiting academics and administrators from these areas. 3. Participated in community-based interest groups from these areas. 4. Aided in facilitating collaborative research and student exchange arrangements in Indonesia and China. 5. Assisted develop possible curriculum offerings for joint business degree undertakings. 6. Explored possible grant opportunities in these regions.

Evidence of Progress for 2001-2002:

1. Educational series established, with diverse participation, including student and community representation. 2. Development of data bases. 3. Finalization of arrangements and agreements between institutions in this area.

Activities planned for 2002-2003:

1. Develop or assist in creating opportunities for IUPUI academics to participate in existing programs/seminars/conferences in this area. 2. Develop institutional awareness of the opportunities, politics and infrastructures of countries in this region. 3. Establish and/or help publicize new initiatives in research and scholarly visits from this region across campus. Arrange forums for presentation and dialogues. 4. Increase the scale of research on Southeast Asia at IUPUI through helping to target funding opportunities and stimulate cross departmental collaboration, where possible.

4. Assist in developing formal linkages and strong affiliations with international Universities, their faculties and their students.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing
Actions taken for 2001-2002:

1. Formalized 6 new formal agreements; progression of five new affiliation prospects; renewal of one existing arrangement. 2. Developed database of existing affiliations and preliminary identification of active output arising out of these affiliations. 3. Provided assistance in progressing such arrangements as well as in the formal protocols of documentation. 4. Met with and assisted in promulgation of a number of new program/research initiatives with new partners. 5. Developed opportunities to expand affiliations to include more disciplines in relation to key existing institutions. 6. Compiled funding and grant lists for assisting in these activities. 7. Instituted assistance to current Strategic Planning initiative operating on this topic. 8. Hosted and/or assisted in visitation arrangements for a wide range of visiting academics, administrators and experts coming to IUPUI. 9. Participated in numerous community-affiliated organizations designed to promote both international awareness and research.

Evidence of Progress for 2001-2002:

1. Completed documentation relating to affiliations, visitations, initiatives, etc. 2. Database data content. 3. Increasing frequency and quality of the educational series presented. 4. Increasing diversity among participants in the latter series—with special attention to student and community representation.

Activities planned for 2002-2003:

1. Continuation of much of the above. 2. Develop database profiles of activities associated with all agreements as well as future opportunities perceived. 3. Assist in aiding concrete outcomes of the Strategic Planning Committee’s considerations of this area as well as assist in spotting other relevant trends and opportunities for this campus, its faculties and students over the next decade. 4. Establish better networks (e.g., speaker and cultural series) for the exchange of knowledge and encourage participation by students, faculty members, and members of the larger community alike. 5. Develop greater community forum access to visiting international experts where appropriate. A specific proposal is to work more closely with local high schools to establish joint speaker programs using visiting experts on topics such as Civil Rights, Terrorism, Bio-Ethics and Genetic regulation, etc.

4. Strengthen community partnerships to support internationalization of the wider community.

☐ Support IUPUI/community outreach programs that foster international understanding.

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

---

Actions taken for 2001-2002:

1. Continued “IUPUI World Neighbors Program,” a K-12 outreach program offering international students as resources to Indianapolis public schools and community organizations: • received MLK mini-grant of $350 to do a month-long series of presentations to the Hawthorne Community Center after-school program • 3 presentations at Indiana School for the Blind • 3 presentations at Arsenal Tech Junior High 2. Continued world music concert series in cooperation with Earth Music Center of Indiana: Magical Strings Celtic Music Performance, April 2002. 3. Co-sponsored visit by Polish Theater and Dance troupe 4. Participated in development of campus forum series: “Making Meaning Out of Tragedy”
Evidence of Progress for 2001-2002:

1. Number of programs/forums sponsored: 4
2. Total number of participants: 400

Activities planned for 2002-2003:

Sponsor extracurricular programs that foster international understanding and strengthen community linkages

Fiscal Health

The current fiscal health of the Office of International Affairs (OIA) is marginal.

OIA’s projected base budget expenditures for 2002-03 are approximately $946,000 for the OIA operating budget and $133,000 for the Center on Southeast Asia (CSEA). Approximately 57% of OIA’s 2002-03 budget is provided as base allocation ($537,000); 100% of the CSEA’s budget is from base allocation. The Responsibility Center (RC) transferred $31,000 in cash to OIA to partially cover the full-time Associate Dean’s salary and benefits (half-time until this year). The RC also returned $50,000 to OIA from the 2000-01 & 2001-02 cash surpluses. OIA generates the remaining 35% of its budget (approximately $329,000) from the following revenue sources:

- ELS rent (8% of 2002-03 base expenditure), which fluctuates based on enrollment and which is projected to decrease by approximately 40% in 2002-03.
- scholar & student visa service fees (15% of projected base expenditures),
- application fees (7% of projected base expenditures),
- program fees associated with the International House/Riverpointe Apartments agreement (3% of projected base expenditures)
- miscellaneous income (2% of projected base expenditures)

The following chart demonstrates changes in income projections for 2002-03:

2001-02 Actual Income % of Budget Expenditures

2002-03 Projected Income Projected % of Expenditures
ELS Income 124,786* 21% 77,108** 8%
Visa Service Fees 105,125 13% 138,000 15%
Application Fees 74,753 9% 70,000 7%
I-House Fees 14,529 2% 29,532 3%
Misc Income 15,376 2% 14,290 2%

*Net income after distribution to SLA for 2/3 ESL Director’s salary ($165,000-40,000)

**Net income after distribution to SLA for 1/3 of ESL Director’s salary ($100,000-23,000)

The cash return of $50,000 will not offset an anticipated $65,000 decrease in ELS gross income for 2002-03, a direct result of post-9/11 related changes to international student enrollment patterns always reflected first in intensive English program enrollment. Although overall numbers of international applications appear to be relatively stable, application fee income also is at risk if applications decline in the wake of ever-increasing visa restrictions for foreign students.

Increases in demand for employment-based visa processing and a record international student enrollment for Fall 2002, along with new H1B and O1 processing fees, explain the projected increase in fee income for this area. However, these funds are already allocated to ensure adequate personnel in the visa services area (including implementation of the federally-mandated SEVIS system in January 2003 and assumption of additional responsibilities associated with HRMS) and are not available to offset losses in other areas.

Through a combination of salary savings resulting from periods of personnel turnover, reduction of hourly staff, and curtailing of staff travel for professional development, we hope to break even this fiscal year. In addition, recruitment travel has been curtailed pending revision of our international recruitment strategies, and reorganization of our international admissions processing area is under review. However, as articulated in last year’s “Profile of fiscal health,” we remain concerned about our heavy dependence on fee income that can be anticipated to fluctuate considerably.

A significant portion of the I-House Program Director salary will be unfunded once International House moves back to campus in Fall 2003, as we will lose the program fee income generated from the contract with Riverpointe Apartments, with no mechanism to replace this income under the new housing arrangements. (Previously, this income was received from Campus Housing as support for the International House Program Director’s salary.) If our request for campus reallocation funds for this position is not granted, it may be necessary to reduce this position to 50%FTE.
In addition, OIA is facing additional expenses in relation to new federal and university directives and processes. These include mandatory costs associated with on-line applications (Apply Yourself); software for managing SEVIS compliance; the I-House/Riverpointe contract, originally intended for one year only and for which the occupancy guarantee is becoming more burdensome; and significant ongoing unbudgeted costs associated with publications. When ELS enrollments are high, these costs can be covered by income over and above the income projections included in our base budget. If the reduction in ELS income continues through 2003-04, OIA may find that it is unable to continue funding various international recruitment initiatives, such as express mail delivery of admission letters and visa documents.

<

Reallocation Plan

Other Question(s)