2003-2004 Academic Affairs - International Affairs

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 developing and coordinating campus-wide efforts to implement IUPUI's Strategic Plan for Internationalization, which outlines the following activities for the OIA:

campus-wide recruitment, retention, and enrollment management of international students at IUPUI; processing, credentials analysis, and admission of international students to IUPUI; provision of visa and related services to international students and scholars at IUPUI; campus-wide oversight, recruitment, and support for study abroad; international and cross-cultural learning across the academic curriculum; assistance and encouragement for research and development projects conducted outside the United States; oversight, assistance, and encouragement for cooperative partnerships with universities and organizations in other nations; exploration of innovative and effective applications of communications technology for international projects and programs; facilitation and assistance in hosting international visitors to the IUPUI campus.

Goals and Objectives

01. Attract and support an increasing number of international students, thereby contributing to an increasingly diverse IUPUI student population.

01. Coordinate and strengthen OIA and campus-wide efforts to recruit international students.

Campus Planning Theme: Campus Climate for Diversity

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

Actions taken for 2003-2004:

>Updated the International Viewbook, using a more lightweight format.<
>Revised Welcome Brochure to reflect changes in visa processes and IUPUI housing opportunities.
>Updated GoalQuest, the automated e-mail program for admitted students, to foster continued interest in IUPUI as a first choice for international undergraduates.
>Explored completion of ELS 112 in lieu of TOEFL for students in graduate programs that have 550 TOEFL requirements.
>Revised and streamlined application materials to reflect a more welcoming tone, provide information more concisely, and reduce shipping costs.
Participated in Destination Indiana recruitment trip to Asia in spring 2004. Participated in Destination Indiana presentations to foreign embassies in Washington DC, fall 2004. Re-started participation in international recruitment fairs; participating in fairs in: --Gulf States education fair
--Southeast Asia (highly regarded Linden tour)
--South America
Evidence of Progress for 2003-2004:

Increased international enrollment at IUPUI by by 12.7% in fall 2003 and another 1.3% in fall 2004, even though international enrollments have declined sharply at other institutions, both within Indiana and nationally. OIA website cited as model for other departments for consistency with campus home page and fresh content. Roughly 12 IUPUI graduate programs have elected to accept ELS Level 112 in lieu of TOEFL. Processed 5+ applications directly tied to this initiative in just the first year.

Activities planned for 2004-2005:

- Develop comprehensive campus recruitment plan, in collaboration with the deans and other administrative staff from IUPUI schools, as well as the IAPC.
- Assess relative effectiveness of recruiting trips, agents, U.S. State Dept. educational advising centers, familiarization tours, and alumni networks in recruiting international students.
- Analyze both IUPUI and national data on sources, destinations, and degrees sought by international students in order to identify populations and programs on which to focus.
- Keep abreast of global trends in national and international student enrollment, disseminate this information across campus, and suggest ways of adapting to these trends at IUPUI in terms of international student recruitment.
- Develop program through which faculty and administrators who are traveling abroad for various reasons can engage in some recruiting activities. Continue to improve tracking of prospective students.
- Continue mailings to overseas educational advising centers, approximately 100/year.
- Explore the possibility of working with various immigrant/national groups in Indianapolis in recruiting students from their countries.

Monitor and regularly adjust admissions procedures for maximum effectiveness in facilitating international enrollment and assisting students in preparing for their programs of study.

**Campus Planning Theme: Best Practices**

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** Ongoing

Actions taken for 2003-2004:

1. Implemented OnBase software for digital document and file management, with automation of admissions processing workflows—eliminated paper files.
2. Converted all current student files and all applications from Fall 2004 onwards to electronic files.
3. Established part-time hourly position of Document Imaging Processor to ensure timely scanning of documents into system.
4. Adapted business processes for continuing phases of SIS implementation.
5. Established Data Systems Analyst position (shared with Services) to ensure integrity of data, appropriate use of systems, and effective adjustment of business processes to demands of new systems.
6. In cooperation with other IU international offices, implemented VisaManager as software tool for SEVIS compliance (however, this software has proved incapable of meeting our needs, see below).
7. Conducted undergraduate and graduate workshops to clarify procedures.
8. Simplified and re-organized admissions website to provide information in accessible step-by-step format.
9. Initiated a consultation for admissions section to assist in identifying priorities for streamlining and achieving new efficiencies in admission processing.

Evidence of Progress for 2003-2004:

1. Increase in percentage of applicants admitted throughout point-in-cycle reports.
2. Response time to applications

Activities planned for 2004-2005:

2. Conduct further training of admissions staff (credentials analysts, front desk assistants and document imaging process) on world educational systems, basic credentials evaluation and identification of official and/or fraudulent documents.
3. Using skills of Data Systems Analyst to automate admissions processing.
4. In cooperation with Purdue and IU Graduate Schools and programs, as well as other professionals in the field of international admissions/educational exchange, assess and respond to the European Union’s Bologna Declaration and its impact on IUPUI’s admissions policies.
5. Reassess and document IUPUI admissions standards for international undergraduate applicants.
6. Establish clear reporting mechanisms for tracking international admissions workload, including measure to report processing times once all new systems have been implemented.
7. Establish better coordination within IUPUI of articulation initiatives with overseas partner institutions.
8. Identify benchmarking processing timelines from peer institutions
9. Continue meetings with individual departments to improve communications and delivery of admissions services.

3. Monitor and continue to streamline international transfer credit procedures.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

1. Implemented Phase II of SIS Big 5 for Academic Advising: Transfer Credit Automatic, Transfer Credit Manual, Test Scores, and Transfer Credit Articulation Rules
2. Parallel with initiatives by domestic admissions, reduced transfer credit evaluation conducted for upper level credit.

Evidence of Progress for 2003-2004:

1. Documentation of time required to process transfer credit evaluations
2. Successful establishment of integrated mechanism across campuses for documenting transfer credit
activities planned for 2004-2005:

1. Document increased time required for processing of transfer credits and assess need for admissions position devoted to transfer credit evaluations.
2. When warranted by student flows, develop articulation agreements with overseas partner institutions to enhance recruitment prospects and minimize internal time used for transfer documentation assessment.
3. Assess feasibility/resources required to use automated credit transfer functionality delivered in SIS.

4. Continue to develop orientation activities and on-going support systems for international students at IUPUI.

Campus planning theme: Teaching and Learning

Secondary goals:
Sub unit: None
Time frame: Ongoing

Actions taken for 2003-2004:

1. Continued arrival and housing assistance program
2. Developed and implemented a peer mentoring program on a pilot basis for Fall 2004, pairing veteran student mentors with newly arrived international students. Planned training events and social activities with over 75% participation of mentors/mentees.
3. Offered orientation workshops to assist students with the logistics of daily living (bank accounts, phone service, drivers licenses, etc.) without a Social Security Number.
4. Continued integration of undergraduate orientation programs with University College and other academic units.
5. Adapted placement test referral information in conjunction with University College and Testing Center to include Chemistry placement tests and the English placement process for native English-speaking students.

Evidence of Progress for 2003-2004:

1. Student/school ratings of orientation and other services
2. Annual retention rates of international students as well as years to complete degree

Activities planned for 2004-2005:

1. Strengthen orientation programs:
   - Continue and increase involvement of continuing students
   - Provide on-going education on the significance of SEVIS and the importance of maintaining visa status
   - Work with University College and the Testing Center to facilitate early access for international
students to placement testing and new student academic orientation using new web-based orientation registration system.

- Develop mechanism for school evaluation of international orientation programming
- Develop communications with students to reinforce importance of OneStart as the repository for student information.
- Continue the development of technology to streamline orientation services. Assess and where applicable, implement web-based tools developed by IUB OIS for student-driven confirmation of passport and immigration-related data.

2. Continue comprehensive support services for international students in cooperation with other campus offices (Counseling & Psychological Services, Career Center, University College, etc.)
   - Continue weekly OPT sessions and offer a spring workshop for international students on work visa options in conjunction with the Career Center

3. Evaluate existing international student satisfaction through IMIR surveys and focus groups.
4. Examine the specific orientation and support issues relevant to short-term international students who come to IUPUI on exchanges with affiliated institutions abroad
5. Assess and respond to retention rates and issues for international students
6. Work with schools to identify scholarships and internships for international students
7. Expand involvement and recognition of international student organizations helping to provide support

5. Continue International House development in ways that maintain its standing as a model for themed residential communities at IUPUI.

Keyword: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: 2003-05

Actions taken for 2003-2004:

1. Relocated I-House to new campus apartments.
2. Established special program rate for International House residents.

Evidence of Progress for 2003-2004:

1. Occupancy rate at I-House higher than general campus housing. (goal is 95%-100%)
2. Number of participants in I-House Programs: ??1050 during 2002-03??
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 2004-2005:

1. Increase faculty involvement with I-House programs
2. Expand attendance at Culture Hours and develop additional programming; increase publicity
3. Conduct focus groups of existing residents re: satisfaction, feedback and suggestions; identify alternative program options from reviews of successful programs at other urban universities
4. Seek possible donor for I-House, in which the naming of I-House resulted in financial subsidies for
6. Continue to be pro-active in providing information, advice, support and processing services to international students and scholars (as well as the IUPUI community) with respect to changes in national regulations and policies that have resulted from heightened national security concerns.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: Ongoing

Actions taken for 2003-2004:

1. Updated communications to campus departments and clients to reflect extensive new federal policy changes involving visa issuance, security clearances, SEVIS, SEVIS fees, Special Registration, and SSN and ITIN requirements.
2. Entered all required student and scholar data in SEVIS by 8/1/03 in compliance with federal deadline.
3. Implemented SEVIS batch processing for SEVIS registration of students using VisaManager software.
4. Assistant Dean & Director for Int'l Services and Assistant Director for Services assumed leadership of on SEVIS Phase 2 Project Team, which conducted a review of VisaManager & determination that system will not meet institutional compliance needs. Committed 30%FTE of newly established OIA Data Systems Analyst position to support internal software development for all IU campuses.
5. Standardized procedures for student registration and SEVIS compliance while instituting use of new computer systems.
6. Converted all active international student files to the OnBase system, enabling greater effectiveness in sharing information between staff and other campus departments.

Evidence of Progress for 2003-2004:

1. Successful OnBase implementation.
2. Student/scholar satisfaction with services.
3. Timely SEVIS implementation in compliance with federal requirements.

Activities planned for 2004-2005:

2. Test and implement IU-developed iOffice software for SEVIS compliance.
3. Ongoing proactive development of advisory channels for assisting international students/scholars in complying with the immigration/residency regulations.
4. Implement more effective mechanisms to warn international students against less than full-time enrollment/withdrawals.
5. Develop mechanism in SIS to prevent withdrawal to LTFT without prior approval.

02. Increase the opportunities available to IUPUI students for study abroad, as well as their participation in such programs.
1. Support and encourage the development of new IUPUI-based study abroad programs, especially those that meet the distinctive needs of IUPUI students.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** Ongoing

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**Actions taken for 2003-2004:**

1. Supported the development of new study abroad programs in Germany, Turkey, Ecuador (Dentistry), Greece (Art), Mexico (Geology), Paris (Art).
2. Working with schools on possible new study abroad programs in several other locations (Mexico, Italy, Belarus, Turkey, France, Ireland, Namibia, Honduras)
3. Traveled to Cuernavaca, Mexico, to assist in development of Campus and Community Life program.
4. Developed an on-line application.

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**Evidence of Progress for 2003-2004:**

1. Number of new programs approved by the Overseas Advisory Committee - 7 programs approved since last year.
2. Number of students enrolled in IUPUI study abroad programs - slight increase from last year.

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**Activities planned for 2004-2005:**

1. Work with schools to identify appropriate new programs they might wish to develop
2. Expand existing study abroad programs to include more courses and attract a wider range of students
3. Assist faculty in developing new programs through information and advice on funding, structure, recruitment, and the OSAC review process
4. Have study abroad coordinator attend relevant conferences and survey existing literature on creative approaches to study abroad programs and integrating study abroad across the curriculum
5. Increase promotional activities for IUPUI programs.

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2. Increase the number and percentage of IUPUI students who undertake study abroad.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** Ongoing

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**Actions taken for 2003-2004:**

1. Established series of mini-study abroad fairs in different locations around the campus
2. Increased the Study Abroad Coordinator position to full time
3. Revised Study Abroad section of OIA website
4. Established a special study abroad scholarship Foundation Account, which was featured in the IUPUI Campus Campaign
5. Conducted third annual Photo Contest
6. Created Study Abroad monthly newsletter
7. Revised study abroad brochures - including fliers for individual programs
8. Developed website resource for scholarship and grant information
9. Updated data bases for program/student tracking and student follow-up including categories requested in Open Doors Report
10. Presented study abroad opportunities to student groups and classes
11. Obtained another bulletin board for exclusive use by Study Abroad Office
12. Moved offices to location on Main Corridor
13. Established a follow-up system to maintain contact with students who have expressed an interest in Study Abroad
14. Held fall fair with representatives from twelve Study Abroad programs
15. Attended various campus events promoting Study Abroad e.g. Scholars Day, Business School Induction, Campus Resource Fair, etc.
16. Created the Go Abroad Student Organization for returned students and those interested in studying abroad.
17. Study Abroad is now included in the orientation for incoming students
18. Initial discussions with Learning Communities and possible faculty members about creating a Learning Community that includes a study abroad program
19. Attended national conference on curriculum integration

Evidence of Progress for 2003-2004:

1. Increase in number of IUPUI students who studied abroad from 210 in 2001-02 to 263 in 2002-03 (this number would have been significantly higher if not for the cancellation of three programs to China last summer, probably closer to 310)
2. Ratio of study abroad students to total number of students enrolled at IUPUI during the year

Activities planned for 2004-2005:

1. Invite more study abroad organizations to make presentations on campus, and encourage students to consider both IUPUI and non-IUPUI programs
2. Increase amount and number of IUPUI study abroad scholarships for IUPUI students - $30,000 scholarship program
3. Develop mechanism for IUPUI programs to appear (with direct on-line application capability) on the system-wide IU Overseas Study website
4. Integrate discussion of study abroad into First-Year Seminars and Thematic Learning Communities
5. Assess and address the obstacles to study abroad for IUPUI students, including time, money, language skills, and so forth - Masters student currently conducting research
6. Develop program for using returned study abroad participants in the recruitment and advising of interested students - Go Abroad Student Organization
7. Increase the level of publicity and visibility of study abroad programs at IUPUI through various media and exhibits around campus
8. Research and develop recruitment programs specifically aimed at increasing the percentage of minority students who study abroad
9. Unreturned study abroad student promotional activities
9. Use returned study abroad students in promotional activities
10. Create a listing for study abroad separate from OIA in the booklet that prospective students receive
11. Develop returned student testimonials and photos to be incorporated into the website
12. Develop a system to track the diversity of students studying abroad
13. Work with Adaptive Educational Services on managing potential obstacles for participation in study abroad by students with disabilities
14. Explore the possibility of including information about accessibility and physical requirements in the OSAC proposal process and in recruitment materials
15. Hold January fair focusing on summer program
16. Develop a web page with specific information for each program

3. Support and encourage the development of international internships and other modes of international service learning for IUPUI students.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

Sub Unit: None

**Time Frame:** on-going

**Actions taken for 2003-2004:**

1. Initiated collaboration with IUPUI Center on Teaching and Learning with regard to developing such internships
2. Became active partner with FACET and the American Democracy Project in developing international service learning and civic engagement on international issues
3. Attended international conference on service learning
4. Several presentations on service learning given at state and national conferences
5. Conversion of an existing study abroad program to service learning.
6. Became a Distinguished Partner of the International Partnership for Service Learning and Leadership

**Evidence of Progress for 2003-2004:**

1. IUPUI students engaged in 2 international internships (in Germany) in 2002-03.

**Activities planned for 2004-2005:**

1. Connect with national and international organizations involved in international internships
2. Work with existing IUPUI international affiliations to develop internship possibilities for students
3. Approach Indianapolis businesses and organizations about developing international internships
4. Work with faculty and staff to develop a structure that allows for independent international service learning projects
5. Develop a bank of international internship information for use by students
6. Development of a new Service Learning Program in Cuernavaca, Mexico

4. Explore and develop effective mechanisms for facilitating and funding one-for-one student exchanges with universities and institutions abroad.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
Sub Unit: None

Time Frame: 2 years

Actions taken for 2003-2004:

1. Used CUE model for IUPUI registration of incoming students on reciprocal exchanges
2. Began discussions with several existing exchange partners on how to make these exchanges more equal and effective
3. Worked with Registrar to develop variable credit course numbers for new exchanges

Evidence of Progress for 2003-2004:

1. Number of international students who come to IUPUI on such exchanges--two programs launched during 2003-04 (Philanthropy-Bologna & American Studies-Derby)
2. Number of IUPUI students who studied abroad on such exchanges.

Activities planned for 2004-2005:

1. Continue to assist schools in developing new and effective exchanges
2. Develop comprehensive listing of ways in which such exchanges may be funded
3. Develop programs, such as the German/Engineering Dual Degree program that facilitate such exchanges
4. Work with international student services staff to create a system whereby incoming international students on exchanges can receive an IUPUI transcript for their work at IUPUI
5. Explore and develop effective methods for funding the full set of costs associated with IUPUI-based study abroad programs.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: 2 years

Actions taken for 2003-2004:

1. Began discussions with the system-wide Overseas Studies office on the pros and cons of various funding mechanisms used at IU
2. Began research on different funding models used nationally
3. Engage faculty, chairs, and deans in discussions of the finances of study abroad programs
4. Develop a fee system for Y496 and Y498
5. Involve IUPUI faculty directors in discussion of possible fee systems

Evidence of Progress for 2003-2004:

1. Extent to which IUPUI study abroad programs are financially self-sufficient
Activities planned for 2004-2005:

1. Explore developing an appropriate set of course fees to cover the costs of various IUPUI study abroad programs
2. Encourage IUPUI programs to open their admissions to IU-Bloomington students as a way of ensuring enough students enroll
3. Explore ways of establishing a fund to pre-pay the costs of study-travel programs for the faculty leaders
4. Assess what the real costs of the study abroad office are for OIA

6. Advocate for increased scholarship funding for IUPUI students undertaking study abroad.

   **Campus Planning Theme:** Teaching and Learning
   
   **Secondary Goals:**
   
   **Sub Unit:** None
   
   **Time Frame:** on-going

Actions taken for 2003-2004:

1. Established a special study abroad scholarship Foundation Account
2. Participate in scholarship/grant applications with students e.g. one student received a $19,000 scholarship from a national organization
3. $30,000 from Commitment to Excellence Fund
4. Consider devoting a portion of the new base funds to student scholarships

Evidence of Progress for 2003-2004:

1. Increase in the amount of study abroad scholarships obtained by IUPUI students.
2. Increase in the amount of study abroad scholarships available to IUPUI students.

Activities planned for 2004-2005:

1. Continue to publicize the special Foundation Account
2. Approach possible donors of scholarship funds outside the university, including national groups, philanthropic organizations, and so forth
3. Encourage and assist students in applying for external study abroad scholarships
4. Pursue the possibility of discounts with external study abroad programs in which significant numbers of IUPUI students enroll
5. Publicize the automatic availability of scholarships for any IUPUI students accepted on an IU system-wide study abroad program

7. Work with schools to establish common standards and best practices with regard to study abroad and student exchange programs.

   **Campus Planning Theme:** Best Practices
   
   **Secondary Goals:**
   
   **Sub Unit:** None
**Time Frame:** on-going

**Actions taken for 2003-2004:**

1. Revised IUPUI Pre-Departure Handbook on health and safety issues involved in study abroad
2. Met individually with faculty directors regarding issues surrounding Study Abroad and their programs specifically
3. Developed a basic orientation program for study abroad programs
4. Attended national conference
5. Established Emergency Sheets for each study abroad program
6. Established an IUPUI Study Abroad faculty committee to work with the Study Abroad Coordinator in establishing best practices

**Evidence of Progress for 2003-2004:**

1. Increase in materials and information disseminated to students and faculty that enhances their study abroad experiences
2. Course evaluation results (both student and peer)
3. Establishment of an agreed-upon set of guidelines for all IUPUI study abroad courses

**Activities planned for 2004-2005:**

1. Produce additional booklets/information sheets on these best practices, and include them on the OIA website
2. Work with schools to develop effective, culturally sensitive pre-departure and re-entry programs for study abroad students
3. Attend conferences, read and contribute to literature on best practices in study abroad
4. Work with system-wide Overseas Study Advisory Committee on these issues
5. Establish clear system for dealing with emergency study abroad situations
6. Disseminate U.S. Dept of State warnings and guidelines to relevant IUPUI study abroad programs
7. Establish system of student and peer course evaluations for study abroad courses
8. Insure that IUPUI study abroad programs adhere to relevant human subjects requirements
9. Develop pre-departure and re-entry programs to assist students (and faculty) in study abroad programs
10. Continue with periodic meetings and workshops with faculty directors

- Encourage and support international scholars in visiting IUPUI for the purposes of research, teaching, lecturing, and professional development.

- Provide an efficient visa services infrastructure for facilitating the visits of international scholars.

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

  **Secondary Goals:**

  **Sub Unit:** None

  **Time Frame:** Ongoing

**Actions taken for 2003-2004:**

1. Continued participation in HRMS development to ensure appropriate business practices for the hiring of international employees; participation in development of Add New Person "edoc" to facilitate international travel
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. Assisted in establishing best practices for HRMS. Reviewed and standardized collection of Visa Permit and Citizenship data for Campus Community.
5. Provided timely reminders of visa expiration dates to facilitate timely extensions.
6. Participated in clarification of background check requirements for international employees.
7. Reconfigured Visa Services Specialist position to focus 100% on employment-based visa services, to increase processing capacity consistent with demand for services.

Evidence of Progress for 2003-2004:

1. Timely processing of visa requests; accuracy of information provided
2. Number of scholars 2003-04: 516, a 4% increase over 2002-03 total of 489, including 21% increase in services for labor-intensive H1B visa holders. See attached "Scholars Activity Report" in this section.

Activities planned for 2004-2005:

1. Review H1B compliance requirements and adjust procedures/requirements
2. Monitor changes in visa regulations and procedures to facilitate pro-active response and maintain high level of expertise
3. Offer workshops to provide information for campus administrative staff on procedures for hiring international employees and students.

☑ 2. Assist IUPUI units in identifying and applying for funds to bring international scholars to campus.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: on-going

Actions taken for 2003-2004:

Developed list of possible sources of funds

Evidence of Progress for 2003-2004:

1. Increase in the number of international scholars in residence at IUPUI
2. Increase in the number of international scholars visiting IUPUI for a short visit or presentation

Activities planned for 2004-2005:

1. Publicize and encourage schools to seek funding through Fulbright exchanges, the IU Institute for Advanced Study, and similar sources
2. Develop exchange agreements and affiliations in such a way as to facilitate this
3. Establish a baseline for the number of international scholars who visit IUPUI for short visits or presentations during the year

☑ 3. Develop efficient and standardized procedures for receiving and hosting international visitors and developing schedules for their visits.

**Campus Planning Theme:** Best Practices  
**Secondary Goals:**  
**Sub Unit:** None  
**Time Frame:** 2 years

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**Actions taken for 2003-2004:**

1. Provided considerable assistance with visits of faculty and administrators from Macedonia and Namibia
2. Provided assistance in arranging visits by visiting dignitaries from a range of different universities

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**Evidence of Progress for 2003-2004:**

Greater efficiency in handling such visits in the future

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**Activities planned for 2004-2005:**

1. Designate and train member of the OIA staff to be the key person in arranging such visits
2. Develop document on protocol for international visits and disseminate throughout the campus
3. Work with the IUPUI faculty who received the faculty and administrators from Macedonia and Namibia to develop guidelines and suggestions for future such visits

☑ 04. Support and encourage world-class international research, professional activity, and applied projects by IUPUI faculty and students.

☑ 1. Acquire and disseminate information on opportunities and funding possibilities for such projects.

**Campus Planning Theme:** Research, Scholarship and Creative Activity  
**Secondary Goals:**  
**Sub Unit:** None  
**Time Frame:** Ongoing

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**Actions taken for 2003-2004:**

1. Compiled list of internal funding possibilities
2. Worked with specific faculty on finding funding and developing proposals for their particular projects

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**Evidence of Progress for 2003-2004:**

1. Increase in the number of proposals submitted
2. Increase in the number of proposals funded

Activities planned for 2004-2005:

1. Post internal funding possibilities on the OIA website
2. Work with IUPUI Research and Sponsored Programs and the system-wide OIP to produce a list of external funding possibilities and post on the OIA website
3. Send out periodic bulletins on new grant opportunities
4. Develop expertise on the requirements and procedures of the major funding agencies for international work
5. Establish baseline of grants pursued and funding received for international work by IUPUI faculty and students

☑ 2. Provide advice, support, and assistance for the initiation of new projects.
   
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
   
   **Secondary Goals:**
   
   **Sub Unit:** None
   
   **Time Frame:** on-going

Actions taken for 2003-2004:

1. Involved in the establishment and/or processing of several sources of seed money, including International Enhancement Grants
2. Have worked closely with most faculty who come to the OIA in search of assistance with their projects

Evidence of Progress for 2003-2004:

1. Increase in number of faculty seeking assistance
2. Increase in the number of projects which get developed

Activities planned for 2004-2005:

1. Work with school research deans to publicize more broadly our willingness to assist with international projects
2. Visit programs with strong international interests to discuss their needs and plans
3. Assist faculty in identifying and making contact with other faculty who share an interest or expertise in the area in which they wish to work
4. Establish baseline of number of faculty who seek assistance from the OIA in one year
5. Add an additional project development officer to the OIA staff to identify opportunities, make connections, and assist faculty in writing proposals for their international projects

☑ 3. Strengthen the Center on Southeast Asia as a focal point for research, affiliations, and applied work in this part of the world.
   
   **Campus Planning Theme:** Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: 2 years

Actions taken for 2003-2004:

1. New Director for the CSEA hired two years ago
2. Southeast Asia interest group formed
3. Plan for developing the CSEA recently completed
4. Inventory of IUPUI projects in Southeast Asia completed

Evidence of Progress for 2003-2004:

1. Receipt of grants or other funding for the Center
2. Development of the Minor in Southeast Asia and enrollment of students in it
3. Increase and enhancement of collaborative projects and affiliations with Southeast Asian institutions
4. Increase in number of IUPUI faculty involved in Southeast Asia

Activities planned for 2004-2005:

1. Assess and re-invigorate existing IUPUI affiliations in Southeast Asia
2. Identify and pursue external funding for IUPUI projects in Southeast Asia
3. Renew and encourage the Southeast Asia interest group
4. Develop a proposal for funding the Center on Southeast Asia as a special kind of area center, developed to professional practice and application
5. Work with business and organizations in central Indiana which have an interest or connection to Southeast Asia
6. Encourage departments to consider hiring Southeast Asian specialists
7. Establish a lecture series on Southeast Asia
8. Involve Southeast Asian immigrant/national groups in Indianapolis, as well as Southeast Asian students at IUPUI in the Center’s activities
9. Support the development of a Minor in Southeast Asian Studies, drawing on courses from a variety of disciplines
10. Bring Southeast Asian scholars currently on Fulbrights in the U.S. to IUPUI for short visits

 Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: on-going

Actions taken for 2003-2004:

Assembled preliminary inventory of faculty with international research or teaching interests
Evidence of Progress for 2003-2004:

Establishment of productive interest groups that cross departmental and school boundaries

Activities planned for 2004-2005:

1. Complete inventory of faculty with international research or teaching interests
2. Through discussion with relevant faculty and administrators, determine which interest groups might be most needed or useful
3. Provide space, support, and other resources for these groups to begin meeting, holding brown bag discussions, and so forth
4. Assist faculty and students in acquiring the knowledge base and linguistic skills necessary for work or travel abroad

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: on-going

Actions taken for 2003-2004:

Have occasionally recommended other faculty on campus who can assist with this

Evidence of Progress for 2003-2004:

1. Increase in the number of faculty and students who have received information and training before they undertake international work or study
2. Increase in the number of workshops and training opportunities available

Activities planned for 2004-2005:

1. Build such considerations into the planning and funding phases of international projects
2. Working with relevant experts on campus, develop workshops and training sessions to provide such knowledge
3. Develop a technology center with the resources for independent study of various nations, international issues, and lesser taught languages
4. Identify and notify IUPUI faculty of various international programs, lectures, exhibits, and presentations occurring in the surrounding community

Support and encourage the development and enhancement of affiliations and linkages between IUPUI and universities and communities outside the U.S.

1. Provide advice, support, information, and assistance to faculty and schools in developing such affiliations.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: on-going
Actions taken for 2003-2004:

1. Detailed guidelines for how to draft affiliation agreements posted on the OIA website
2. In 2003-04, assisted in the development of new affiliations with University of Tehran, Andrei Saguna University (Romania), and University of Bologna (Italy), as well as the first phases of new affiliations with institutions in England, Italy, Mexico, Indonesia, Turkey, Iran, Belarus, and Egypt
3. Worked with University Counsel and External immigration attorney to identify visa category to expansion of the IU-Kenya Partnership to allow Kenyan (residents/master’s level students) to participate in medical education in the United States without extensive certifications.

Evidence of Progress for 2003-2004:

Development of new, high-quality affiliations

Activities planned for 2004-2005:

1. Working with school administrators and OIA staff, develop guidelines on identifying and working with all the relevant stakeholders, determining which affiliations should be pursued, and following the appropriate affiliation review process
2. Provide news of new funding opportunities or possibilities for affiliations to relevant schools and faculty
3. Continue to provide advice and assistance to faculty in the process of developing a new affiliation
4. Encourage faculty in the process of developing such affiliations to think about expanding the affiliation to include other units and programs at IUPUI
5. Actively acquire and disseminate up-to-date information on the changing climate and funding opportunities for such affiliations
6. Continue to officially receive and review proposed new affiliation agreements and enter them into the formal IU approval process

☐ 2. Review and evaluate existing affiliation agreements.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: 2 years

Actions taken for 2003-2004:

1. Have reviewed and contacted institutions in Southeast Asia with whom IUPUI has affiliations
2. Compiled comprehensive list of formal affiliation agreements

Evidence of Progress for 2003-2004:

1. Existing affiliations remain vital and active
2. Existing affiliations are used as the basis for developing even broader relationships with these particular institutions
Activities planned for 2004-2005:

1. Develop policies and guidelines for evaluating existing affiliation agreements
2. Identify existing affiliations that merit revitalization and/or reworking to achieve their potential, and work with relevant parties to achieve this
3. Cull those affiliations that have been inactive and have little promise of revitalization
4. Suggest expansion of some affiliations to include other units at IUPUI, where these might be productive

☑ 3. Communicate with possible new international partners, evaluating the relationships that might be forged and putting them in touch with appropriate units at IUPUI.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** on-going

Actions taken for 2003-2004:

1. Respond to all inquiries for possible affiliations received by IUPUI as a whole
2. Actively cultivate international networks that might lead to such affiliations

Evidence of Progress for 2003-2004:

Increased number of affiliations coming from such OIA contacts

Activities planned for 2004-2005:

1. Develop criteria and procedures for assessing and prioritizing these inquiries
2. Systematically arrange for contact between various IUPUI schools and potential international partners
3. Develop a capacity statement for IUPUI that identifies its range of programs and particular strengths that can be put forward for discussion of international affiliations

☑ 06. Strengthen public programming and community partnerships that spread international understanding and knowledge both on campus and in the central Indiana community.

1. Serve as a major resource for international understanding for central Indiana through community outreach programs and partnerships.

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** on-going

Actions taken for 2003-2004:

2. Co-hosted International Affair and hosted international activities in support of International Day
2. Represented Office of International Affairs and broader international activities on campus at Indianapolis International Festival.

Evidence of Progress for 2003-2004:

1. Increased use of IUPUI resources, faculty, students, and programs by area organizations
2. Number of participants at outreach programs in 2002-03: 400

Activities planned for 2004-2005:

1. Global Access Center will be developed to provide international information and training to the public
2. Explore the possibility of developing a list of faculty speakers on international topics for local schools and organizations
3. Continue World Neighbors program, a K-12 outreach program offering international students as resources to Indianapolis public schools and community organizations, as opportunities arise.
4. Partner with the OIP Center for Global Change on its outreach projects

☑ 2. Support international lectures, performances, workshops, and exhibits on campus.

Campus Planning Theme: Civic Engagement

Secondary Goals:
Sub Unit: None
Time Frame: on-going

Actions taken for 2003-2004:

1. Continued International Culture Hour series.
2. Sponsored International Crossroads cultural fair at the 2003 and 2004 Explore IUPUI events

Evidence of Progress for 2003-2004:

Increased number of opportunities for IUPUI students to engage international topics outside the classroom

Activities planned for 2004-2005:

1. Work with Student Life and Diversity to compile and disseminate a calendar of international events on campus
2. Explore the establishment of an international film or lecture series
3. Take advantage of national programs on international topics that are either traveling or offered through distance methods
4. Develop volunteer opportunities for international students at Ronald McDonald House

☑ 3. Participate in and collaborate with Indiana organizations dedicated to public understanding of international issues.

Campus Planning Theme: Civic Engagement

Secondary Goals:
Sub Unit: None  
Time Frame: on-going  

Actions taken for 2003-2004:

Have developed long-term relationships with such organizations as the International Center of Indianapolis, Indiana Council on World Affairs, and Indiana Humanities Council.

Evidence of Progress for 2003-2004:

Stronger working relationship with one or more of these organizations.

Activities planned for 2004-2005:

1. Work with these organizations to identify key activities and initiatives of their in which OIA might play a useful role.
2. Invite these organizations to give presentations or exhibits on campus.
3. Develop partnerships with central Indiana agencies and businesses involved in international activities.

Campus Planning Theme: Civic Engagement  
Secondary Goals:  
Sub Unit: None  
Time Frame: on-going  

Actions taken for 2003-2004:

Occasional contacts with such agencies and businesses.

Evidence of Progress for 2003-2004:

Increased activity with these agencies and businesses.

Activities planned for 2004-2005:

1. Identify agencies and businesses with strong international connections.
2. Develop contacts with some of these organizations, exploring ways in which IUPUI’s international activities and theirs might support each other.
3. Analyze the key types of international connections held by agencies and businesses in central Indiana.
4. Identify the key immigrant groups in central Indiana as well as ways in which IUPUI might work more closely with them.

07. Lead and support efforts to internationalize the IUPUI curriculum.
1. Support the development of majors, minors, and certificates that are international in focus.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
- Sub Unit: None
- **Time Frame:** 2 years

**Actions taken for 2003-2004:**

- Compiled preliminary inventory of existing degree programs and courses focused on international topics

**Evidence of Progress for 2003-2004:**

1. Development of an International Studies major
2. Increase in number of minors and certificates focused on international issues or regions
3. Enhancement of existing international degree programs

**Activities planned for 2004-2005:**

1. Complete the inventory
2. Pull together and support a faculty group in developing an International Studies undergraduate major
3. Work with the OIP Center for Global Change to develop a common IU introductory course in International Studies as well as selected distance education courses that can be accessed across the IU system to enhance international offerings
4. Develop the Global Access Center in ways that will support these programs and courses
5. Explore the possibility of funding a faculty director for International Studies in collaboration with the School of Liberal Arts
6. Encourage and support area or topical interest groups in developing minors or certificates in specific regions of the world or specific international issues
7. Encourage dialogue and collaboration across schools in developing international tracks or degree programs within their specialties

2. Lead and support efforts toward internationalization across the curriculum.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
- Sub Unit: None
- **Time Frame:** on-going

**Actions taken for 2003-2004:**

1. Compiled preliminary inventory of existing degree programs and courses focused on international topics
2. Compiled preliminary inventory of faculty with international interests and expertise
3. Signed on as a partner in FACET’s Leadership Institute devoted to developing global citizenship in IU students
4. Participated in development of Thematic Learning Community on global perspectives
Evidence of Progress for 2003-2004:

1. Number of faculty seeking further training on international topics
2. Increased international awareness on the part of IUPUI graduates as documented in the E-portfolios
3. Addition of international topics to Gateway courses

Activities planned for 2004-2005:

1. Acquire and disseminate information on best practices in internationalizing the curriculum
2. Engage in discussions with professional schools concerning how internationalization might be best integrated into their curriculum
3. Develop a major project exploring how international perspectives might be integrated into IUPUI’s Gateway courses and First-Year Seminars
4. Encourage and support the development of more Thematic Learning Communities revolving around international topics
5. Working with the Office of Professional Development, and using the resources of the Global Access Center, develop workshops, training sessions, and computer-assisted programs to enable faculty to gain international perspectives and skills
6. Encourage and support study abroad programs for faculty and staff
7. Insure that international learning appears in the recent elaborations of the Principles of Undergraduate Learning as well as the tracking of student progress in the E-portfolios

Serve as the central hub for IUPUI’s international activities.

1. Support and encourage cross-school and campus-wide international activities and coordination.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: on-going

Actions taken for 2003-2004:

International Affairs Planning Committee contains faculty representatives from many different schools and engaged in intensive planning process during 2002-03

Evidence of Progress for 2003-2004:

1. Development of projects in which different schools collaborate
2. Level of participation in campus-wide international events

Activities planned for 2004-2005:

1. Explore the possible development of campus-wide international projects, spear-headed by the OIA
2. Continue to use the IAPC to develop campus-wide perspectives
3. As individual schools develop new projects, encourage them to contact and coordinate with other schools
2. Assemble, organize, and make available information on IUPUI’s international activities, students, and faculty.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**
- **Sub Unit:** None
- **Time Frame:** 2 years

**Actions taken for 2003-2004:**

1. Compiled preliminary inventory of IUPUI courses, affiliations, study abroad programs, and faculty with international interests, some of which is on the OIA website
2. Have highlighted two new international exchange programs at the International Welcome Reception each year

**Evidence of Progress for 2003-2004:**

1. Presence of the inventories on the website
2. Number of “hits” searching these inventories
3. Development of a showcase event

**Activities planned for 2004-2005:**

1. Complete the inventories through discussions with deans, chairs, and faculty
2. Place the inventories on the OIA website in searchable fashion
3. Develop mechanism for updating these inventories on an annual basis
4. Explore the development of an annual IUPUI International Festival in which all kinds of international activity are exhibited and showcased

3. Move the Office of International Affairs to a more central location on campus.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**
- **Sub Unit:** None
- **Time Frame:** 3 years

**Actions taken for 2003-2004:**


**Evidence of Progress for 2003-2004:**

A successful move to the center of campus
Activities planned for 2004-2005:

1. Establish appropriate signage and create "international atmosphere" in 2nd floor wing.

4. Develop effective ways of involving faculty and schools in the work of the OIA and the process of internationalization.
   
   **Campus Planning Theme:** Best Practices
   
   **Secondary Goals:**
   
   **Sub Unit:** None
   
   **Time Frame:** on-going

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Actions taken for 2003-2004:

1. The International Affairs Planning Committee has served as a faculty advisory board to the OIA for some time
2. Systematic meetings with deans and departments during fall 2002 identified many of their concerns and interests

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**Evidence of Progress for 2003-2004:**

Greater involvement of faculty in various OIA initiatives

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Activities planned for 2004-2005:

1. Continue periodic meetings with deans and departments
2. Explore the establishment of small faculty groups to work with OIA staff on specific issues
3. Explore the possibility of creating several faculty fellowships for faculty to carry out specific tasks for the OIA
4. Create and support area and topic interest groups
5. Develop information sheets that explain the work of the OIA
6. Explore the possibility of identifying an international spokesperson for each school

5. Develop effective ways of communicating the level and nature of IUPUIs international activity across the campus.
   
   **Campus Planning Theme:** Best Practices
   
   **Secondary Goals:**
   
   **Sub Unit:** None
   
   **Time Frame:** on-going

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Actions taken for 2003-2004:

1. Establishment of International News, which disseminates messages about international activities via email
2. Establishment and updating on OIA website
3. Periodic meetings with deans and departments
4. Regularly contribute features to IUs International Programs bulletin
5. Continue to update and expand the OIA website.
Evidence of Progress for 2003-2004:

1. Increased number of subscribers to INTLNEWS
2. Increased coverage of IUPUI international activities in campus and local media

Activities planned for 2004-2005:

1. Work to expand the number of subscribers to the International News listserv (INTLNEWS)
2. Continue periodic meetings with deans and departments
3. Conduct periodic surveys of international activities across campus
4. Use the wall space of the OIA to communicate more effectively about IUPUIs international activities, with photos, posters, maps
5. Consider developing a bulletin board which features an international project or activity of the month

09. Support the use of new information technology for international communication and campus internationalization.

1. Spear-head and support the development of a campus-wide Global Access Center dedicated to creative use of new information technology for international learning, interaction, and communication

   **Campus Planning Theme**: Teaching and Learning
   **Secondary Goals:**
   **Sub Unit**: None
   **Time Frame**: 2 years

Actions taken for 2003-2004:

1. Assembled core group of individuals from OIA, Liberal Arts, and UITS to work on this project
2. Prepared proposal for the Center
3. Identified appropriate space for the Center on campus

Evidence of Progress for 2003-2004:

Successful establishment of the Center

Activities planned for 2004-2005:

1. Use existing resources to establish the Center and seek external funds to develop it more fully
2. Establish a Center oversight committee to plan its establishment in greater detail, drawing in key partners from the University Library, Office of Professional Development, School of Informatics, and Community Learning Network
3. Acquire and develop computer-assisted language acquisition materials, international data bases, and similar materials for use in the Center
4. Acquire nolvcom equipment and hire staff to make the Center an incubator for two-way, real-time
5. Use the Center as the base for pre-departure and re-entry programs, faculty development workshops, and similar activities

2. Support faculty in developing distance learning courses and modules for international education.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: on-going

Actions taken for 2003-2004:

None

Evidence of Progress for 2003-2004:

Development of new international distance educational courses or module

Activities planned for 2004-2005:

1. Develop workshops and other support mechanisms to enable faculty to explore the possibilities of international distance education, whether or not carried out through a Global Access Center
2. Acquire and disseminate information on best practices in international distance education
3. Explore possible international partners interested in international distance educational exchange

10. Engage in a continuous process of program planning, assessment, and improvement.

1. Work with the International Affairs Planning Committee to evaluate, prioritize, refine, and implement the 2002-03 strategic plan for campus internationalization.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: 1 year

Actions taken for 2003-2004:

The strategic plan formed a major discussion topic at the OIA’s fall retreat

Evidence of Progress for 2003-2004:

The final version of the strategic plan that will be produced

Activities planned for 2004-2005:
1. Establish a new 2003-04 IAPC
2. Create small working groups of faculty and OIA staff to refine various components of the strategic plan
3. Produce a final version of the strategic plan by May 2004, which includes specific implementation strategies

2. Establish a regular system of program self-assessment and enhancement.

   **Campus Planning Theme:** Best Practices
   **Secondary Goals:**
   **Sub Unit:** None
   **Time Frame:** on-going

   **Actions taken for 2003-2004:**
   1. Annual planning and budgeting reporting process
   2. Have begun to establish baseline benchmarks for various OIA activities to gauge future developments

   **Evidence of Progress for 2003-2004:**
   Greater precision in describing the OIA’s goals and progress toward these

   **Activities planned for 2004-2005:**
   1. Make more explicit use of the annual planning and budgeting process to evaluate the past year’s activities and make adjustments
   2. Conduct periodic surveys on the effectiveness of various OIA programs
   3. Periodically compare OIA practices with national standards

3. Develop an effective plan for using the new Commitment to Excellence funds to advance the work of the OIA and campus internationalization.

   **Campus Planning Theme:** Best Practices
   **Secondary Goals:**
   **Sub Unit:** None
   **Time Frame:** 1 year

   **Actions taken for 2003-2004:**
   1. Clarified the nature of these funds, when they will be transferred, and their relationship to other Commitment to Excellence awards
   2. Used the first fund transfer for essential OIA staff enhancements

   **Evidence of Progress for 2003-2004:**
   Development of a plan for the funds by March 2004
Activities planned for 2004-2005:

1. Involve the International Affairs Planning Committee, the School of Liberal Arts faculty involved in curriculum integration, and key OIA directors and managers in developing a plan for phasing in these funds over the next two years
2. Involve these same groups in devising assessment measures for the use of these funds
3. Simultaneously develop a contingency plan for possible budget shortfalls in other areas of the OIA budget over the next ten years

4. Support and provide opportunities for professional development for OIA staff.
   - **Campus Planning Theme:** Best Practices
   - **Secondary Goals:**
   - **Sub Unit:** None
   - **Time Frame:** on-going

Actions taken for 2003-2004:

1. OIA staff supported in membership in and travel to NAFSA regional and national meetings
2. OIA lead admissions officer and associate dean attended the European Association for International Education (EAIE) conference in Turino, Italy
3. Supported application of Associate Director for Intl Admissions for Fulbright Seminar for International Education Administrators.

Evidence of Progress for 2003-2004:

More OIA staff involved in such activities

Activities planned for 2004-2005:

1. Increase the number of professional meetings that OIA staff attend
2. Disseminate information on professional development opportunities

5. Identify and pursue grants that enhance the capacity of the OIA to carry out its mission.
   - **Campus Planning Theme:** Best Practices
   - **Secondary Goals:**
   - **Sub Unit:** None
   - **Time Frame:** on-going

Actions taken for 2003-2004:

Have begun to assemble list of possible grants for internationalization
Evidence of Progress for 2003-2004:

Development and funding of grant proposal(s)

Activities planned for 2004-2005:

Through strategic planning process identify high priority areas for the OIA and develop proposal(s) to seek external funding for various activities within these areas

11. Participate as a stronger partner in system-wide IU internationalization activities.

1. Maintain and enhance collaborative relationships with the system-wide Office for International Programs, while positioning IUPUI as an equal partner in much international activity.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: on-going

Actions taken for 2003-2004:

1. Regular exchange of personnel and expertise in the areas of student services and visa processing has existed for some time (i.e. participation of two key OIA staff on IU SEVIS Phase 2 Project Team)
2. Regular collaboration between the IUPUI Associate Dean and the overall OIP Dean has existed for some time
3. IUPUI faculty have been significant players in several recent OIP international linkage projects
4. Have begun working with the new Associate Dean for Overseas Study to deal collaboratively with IUPUI concerns with regard to establishing new study abroad programs

Evidence of Progress for 2003-2004:

Increased presence of IUPUI in key IU international activities

Activities planned for 2004-2005:

1. Establish regular meetings of key IUB and IUPUI international staff
2. Work with the Center on Global Change to develop system-wide activities, some based at IUPUI
3. Initiate new international linkage grants in which IUPUI takes the lead
4. Identify and articulate IUPUIs particular strengths and resources with respect to international work

12. Participate in regional, national, and international networks and organizations concerned with internationalization.

1. Work with other universities and professional organizations in Indiana to further the international activities of the state.

Campus Planning Theme: Best Practices
Secondary Goals:
Actions taken for 2003-2004:

1. IUPUI has long had a prominent role in the Indiana Consortium of International Programs, as well as Destination Indiana. Participated in an Indiana trip to East Asia as a representative of all of Indiana University for the purposes of recruitment and meeting with American embassy staff
2. During early fall 2003, entered into extensive discussions with Purdue University on a possible center for cultural exchange with the Muslim world
3. Have begun discussions on possible collaborations with the Institute for Study Abroad based at Butler University

Evidence of Progress for 2003-2004:

The successful development of joint ventures

Activities planned for 2004-2005:

1. Continue discussions on a possible joint IU-Purdue center
2. Develop effective collaborations with the IFSA at Butler
3. Work with other Indiana institutions to define the particular international interests and strengths of the state
4. Encourage OIA staff to be leaders in national and international professional organizations.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2003-2004:

1. Assistant Dean & Director for International Services selected as Incoming Chair-Elect for NAFSA: Association of International Educators Region VI.
2. OIA staff supported and encouraged to run for office, present papers, and participate in panels at professional meetings.

Evidence of Progress for 2003-2004:

Awards, leaderships positions, presentations, and papers by OIA staff

Activities planned for 2004-2005:
1. Continue nominating staff for awards and supporting their participation in meetings
2. Encourage and support OIA staff to submit articles and items for publication

Fiscal Health

*** Fiscal health report for 2004-05 is attached as PDF file. ***

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Reallocation Plan

Other Question(s)

How do you plan to maintain/increase quality in the face of diminishing resources? What processes do you have in place to do this, for example, how are faculty involved in decision-making?

We are continuing to adopt cutting edge technological solutions to facilitate the work of the office. These solutions include:

- conversion of paper student files to electronic file management using OnBase, including development of automated workflow solutions for admissions processing (completed Summer 2004)
- conversion of scholar files to electronic format (to be completed Winter 2004-05)
- implementation of iOffice, an IU-developed software program for SEVIS compliance, that will provide automated alert to facilitate timely compliance with SEVIS requirements.
- development of automated admissions correspondence, beginning at the undergraduate level

How do you cultivate a climate for diversity -- how do you recruit, develop, and retain diverse students, faculty, and staff? How do you incorporate diversity in the curriculum, in research, in civic engagement?

All activities of the Office of International Affairs--by our very definition and core mission--support and contribute to diversity in all areas at IUPUI.

Five years from now what proportion of your faculty do you expect to be in the following categories: tenure track faculty, clinical faculty, research faculty, lecturers, or other academic specialties (percentages should total 100%)?

N/A

Please prepare an EXECUTIVE SUMMARY of no more than one page summarizing your most significant accomplishments of the past year (including items from the period from July 1, 2003 to the present) and the major initiatives you plan to undertake in 2004-05.