2004-2005 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 at 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

\( \text{Goal 01. Attract and support an increasing number of international students, thereby contributing to an increasingly diverse IUPUI student population.} \)

\( \text{Goal 02. Coordinate and strengthen OIA and campus-wide efforts to recruit international students.} \)

- **Campus Planning Theme**: Campus Climate for Diversity
- **Secondary Goals**
- **Sub Unit**: None
- **Time Frame**: Ongoing

Actions taken for 2004-2005:

- Revised the International Viewbook (2006).
- Developed an OIA 51/2 x 8 Card for use in recruitment.
- Updated GoalQuest, the automated e-mail program for admitted students, to foster continued interest in IUPUI and increase admissions yield rate.
- Researched and implemented use of the I-Step examination of English proficiency, widely used in Japan, in lieu of TOEFL.
- Explored the design of prospective student reports drawn from PS data.
- Launched voucher program (supported by all IUPUI schools), which awards $200 to new international students to offset the cost of CEVIS and visa fees.
Launched undergraduate International Incentive Scholarship program for international undergraduate students.

Co-presented a workshop for NAFSA Region VI on ELS and University collaboration on recruitment. Visited Akita International University, Akita Prefecture, Japan to discuss 3rd year student placement at IUPUI in March 2005. Participated in Destination Indiana presentations to foreign embassies in Washington DC, fall 2004. Continued participation in international recruitment fairs:

- Gulf States education expo, Fall and Spring
- Destination Indiana Asia Tour, Spring
- ELS Asia Tour, Spring
- South America, Spring
- Asia Agent Tour, Spring

Evidence of Progress for 2004-2005:

Increased contact with the schools, revised and expanded the Recruitment Referral List, increased the number of ELS transfers to IUPUI through collaboration with periodic program presentations on IUPUI academic programs and admission processes to ELS students.

10% increase in NEW international students from fall 2004 to fall 2005. Maintained a steady enrollment even while international enrollments nationwide continued to decline in the post-9/11 environment.

Activities planned for 2005-2006:

- Revamp International Student Welcome Brochure to a more user-friendly format, in conjunction with campus communications.
- Refine comprehensive campus recruitment plan, in collaboration with the deans and other administrative staff from IUPUI schools and 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.
- Monitor 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.
- Include Admissions staff on recruitment trips to strengthen the working relationship between recruitment and admissions staff, and expand awareness of recruitment environment for admissions staff.
- Conduct an International Graduate Admissions Workshop for campus staff to facilitate smooth processing and strengthen relationships between OIA and the graduate departments.
- Meet with individual departments and schools upon request or when it has been identified that closer
communication strategies are desired. Participate in Accelerated Improvement Process for School of Public and Environmental Affairs recruitment and admissions efforts for graduate students.

Participate in the Enrollment Management Councils initiative to identify campus- and school-specific goals for international students.

In order to support the campus initiative to increase diversity, track and report on the number of students applying, admitted and enrolled at IUPUI by both country of origin and degree program.

Send special communications to applicants whose files are incomplete to encourage them to complete the admissions process.

Develop session for National conference on recruitment comparing group and solo travel.

Design and implement video conferencing with Overseas Educational Advising Offices as a recruitment initiative.

Explore possible IUPUI linkages in Viet Nam and Lebanon.

Continue outreach to students enrolled at ELS Language Centers with particular emphasis on Saudi scholarship students seeking to transition to IUPUI.

Expand the use of alumni to support recruitment efforts.

☒ 2. 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 2004-2005:

Implemented iOffice 2.0 for improved interface of data in student visa documents, university systems, and SEVIS.

Implemented an automated process for generating initial review correspondence (missing document letters and academically eligible letters).

Secured expert trainers to conduct targeted 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.

Used skills of Data Systems Analyst to automate admissions processing and develop additional admissions reporting mechanisms.

Worked with the University to better identify International Applicants and Admitted Students for the IUPUI Point-In-Cycle Enrollment Management Report. Revised coding and business practices.

In order to track admissions workload and predict staffing needs throughout the processing cycles, OIA now runs 10 day point-in-cycle reports for applicants and admitted students, weekly productivity reports and weekly current action reports. Tracking is also done for weekly application volume.

Established two new queues in electronic imaging system for identification and review of Visiting Student applications and Priority applications.

Engaged consultant to assist staff in reviewing procedures and identifying priority areas for development.

Evidence of Progress for 2004-2005:
Increase in percentage of applicants admitted earlier than previous year throughout point-in-cycle reports.
Response time to applications: Streamlined international applications processing, with 4-week gain in issuing admissions letters, and 100% increase in students admitted by mid-April.
- Reference Fall 2005 admission reports for further evidence of success.

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Activities planned for 2005-2006:

Research and identify the factors that make benchmark comparisons with peer universities in order to determine validity of comparisons.

Explore how best to maximize the use of DSOs to produce I-20s using the functionalities available in iOffice 2.0.

Adjusted goal: Monitor and regularly adjust admissions procedures for maximum effectiveness in facilitating international enrollment, assisting students in preparing for their programs of study and for making progress towards the campus goal of doubling enrollment.

Develop a student focus group on the effectiveness of current application materials with the possibility of redesigning our materials to be available for the 2007-2008 application cycle.

Add a page on the OIA website for information and forms for campus staff and design a system for updating information on website.

Work with English Language Centers to coordinate handling of scholarship applicants from Saudi Arabia. Develop an FAQ information sheet and flow chart to send to prospective Saudi applicants.

Investigate the functionality within PeopleSoft that could enhance electronic communications between applicants and OIA.

Create information sheets for IUPUI’s top feeder countries that would include: eligibility standards for both undergraduate and graduate admission, a list of official documents needed for submission, a list of grading systems used to calculate grade point averages, etc.

Explore strategies to centralize reporting mechanisms to facilitate analysis of workload and staffing needs.

Document all admissions policies and procedures for the purposes of training, maintaining consistency and analyzing for improving efficiency.

Improve communications with graduate departments by developing an International Graduate Admissions Newsletter to be published twice a year.

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

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit: None

Time Frame: Ongoing

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Actions taken for 2004-2005:

- Built international transfer credit database from records of over 1000 students in order to increase the efficiency and consistency of transfer credit evaluations.
- Worked with Director of Southeast Asia Center on the articulation of transfer credit from Trisakti University (Indonesia) for the “2 + 2” Program with the Kelley School of Business at IUPUI.
• Established a part-time (30 hour per week) hourly Transfer Credit Analyst position.
• Conducted a transfer credit training session for international staff by Office of Admissions.
• Transfer Credit Workshop is now a regular part of Orientation Week for newly enrolled students.

Evidence of Progress for 2004-2005:

1. • Usable ITC database
   • First student enrolled at IUPUI Fall 2005 under 2+2 articulation agreement with Trisakti University in Indonesia.

Activities planned for 2005-2006:

1. • Further development of Transfer Credit Database and conversion from Excel to Access format.
   • Conduct an International Transfer Credit Workshop for academic advisors.

☐ 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 2004-2005:

Initiated IUPUIs first annual International Student Graduation Celebration.
Strengthened orientation program by
  • Increasing the involvement of continuing students
  • Continued ongoing education on the significance of SEVIS and the importance of maintaining visa status
  • Developed checklist which directs students attention to OneStart as the repository for student information
  • Conducted survey to collect student feedback on possible improvements in the orientation program.
  • Revised content of orientation program to increase student interest and prevent duplication of information dissemination in areas covered by other campus orientation programs.

Established group of international students volunteering to assist with arrival
Continued expansion of International Peer Mentoring Program and increased mentor involvement in programming.
Continued comprehensive support services for international students in cooperation with other campus offices
Continued weekly OPT sessions and offered a spring workshop for international students on work visa options in conjunction with the Career Center
Worked with schools to identify scholarships and internships for international students
Evidence of Progress for 2004-2005:

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

Activities planned for 2005-2006:

Continue to strengthen orientation programs:
- 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
- Address the specific orientation and support issues relevant to short-term international students who come to IUPUI on exchanges with affiliated institutions abroad
- Expand workshops offered in conjunction with the orientation program to address areas of academic and cultural adjustment for new international students. Offer workshop(s) focusing on employment, scholarships and financial aid.

Continue comprehensive support services for international students in cooperation with other campus offices (Counseling & Psychological Services, Career Center, University College, etc.)
Develop a series of seminars related to employment in conjunction with the Career Center, including an etiquette luncheon focusing on the needs of international students.
Explore possibilities for existing international student satisfaction through IMIR surveys, focus groups, or other mechanisms.
Assess and respond to retention rates and issues for international students
Expand outreach to and recognition of international student organizations helping to provide support
Expand website to include pre-arrival information as well as International Student Handbook.
Increase availability of advisors to international students on a walk-in basis, and streamline/improve upon information dissemination for students.
Develop social activities that foster sense of community among IUPUI's international students.

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

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: None
Time Frame: 2003-05

Actions taken for 2004-2005:

- Relocated I-House to new campus apartments.
- Established special program rate for International House residents.
- Provided support to students and communications with parents following suicide of I-House resident.

Evidence of Progress for 2004-2005:
Occupy rate at I-House higher than general campus housing. (goal is 95.100%; 2005 rate is 98%)
Number and diversity of participants in I-House Programs

Activities planned for 2005-2006:
null

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 2004-2005:

- Participated in development and implementation of IU-developed iOffice 2.0 system for monitoring F-1 and J-1 students and J-1 scholars. Participated in University-wide management team to develop functions to facilitate SEVIS compliance.
- Monitored iOffice alerts and tested them for validity to ensure SEVIS compliance.
- Assisted students in applying for SSNs and ITINs as needed to apply tax treaty benefits amid changing SSN rules.
- Created International Services Specialist position to provide administrative support for growing student/scholar operations.
- Created Assistant Director for Student Services/Assistant Director for Scholar Services positions to more effectively address growing administrative and regulatory responsibilities for these populations by expanding administrative capability.
- Created and distributed more standardized procedures for incorporating exchange students at IUPUI.

Evidence of Progress for 2004-2005:

- Fall 2005 was most timely registration of students within the SEVIS system since SEVIS implementation. Data was most reliable in 2 years. Students were given adequate notice of pending deadlines.
- Students have an increased understanding of tax implications of fellowship awards.
- Students and scholars are given more timely notification of upcoming deadlines for maintenance of visa status.
Activities planned for 2005-2006:

- Work with the Office of the Registrar to place an “Enrollment Limit” on the records of undergraduate F-1/J-1 students, to reduce administrative time needed to monitor and assist students with SEVIS compliance issues.
- Continue to closely monitor regulatory activity and ongoing communications.
- Increase use of iOffice functionality to improve communications with F-1/J-1 students regarding regulatory compliance issues.
- Assist in development by iOffice by recommending further functions/alerts useful in serving the international student population.
- Work to tailor iStart (iOffice-related student self-service system) to the needs of IUPUI. Implement the system to allow new students to self-enter data during the International Student Orientation Program.
- Further expand use of iStart system for scheduling and communications with international students.
- 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.

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

Actions taken for 2004-2005:

- Supported the development of new study abroad programs in Australia (Anthropology), Croatia (Law), France (WLAC, Law, Herron), Italy & Germany (Science), Kenya (Social Work), Mexico (Science, Campus and Community Life), Poland (Engineering), Russia (SPEA).
- Worked with schools on possible new study abroad programs in several other locations (China, Jamaica, Nicaragua, Philippines, Honduras, England, Italy, Ecuador, Mexico, and Jordan).
- Traveled to Cuernavaca, Mexico, to assist in development of Campus and Community Life program.
- Implemented an on-line application form which three IUPUI programs used (Derby, WLAC-Strasbourg, Anth-Australia).
- Developed a centralized process for application submission.
- Utilized the faculty within the Office of International Affairs for study abroad programs. In 2004-2005 there were two study abroad programs taught by OIA staff.

Evidence of Progress for 2004-2005:
Number of new programs approved by the Overseas Advisory Committee—11 programs approved during 2004-2005.

Number of students enrolled in IUPUI study abroad programs—more than a 10% increase in the number of students who studied abroad in 2004-2005 as compared to 2003-2004.

Activities planned for 2005-2006:

- Work with schools to identify appropriate new programs they might wish to develop
- Expand existing study abroad programs to include more courses and attract a wider range of students
- Assist faculty in developing new programs through information and advice on funding, structure, recruitment, and the OSAC review process
- Attend relevant conferences and survey existing literature on creative approaches to study abroad programs and integrating study abroad across the curriculum
- Increase promotional activities for IUPUI programs.
- Submit grant to the Institute for Study Abroad for funds to conduct a needs assessment and for program development (submitted 10/2005)
- Have expert in the field of curriculum integration speak to the IUPUI Study Abroad Campus committee
- Expand the number of programs which use the application process and on-line application developed by the Study Abroad Office.
- Work with relevant campus offices so that study abroad program fees can be charged by the bursar.
- Develop a study abroad administrative fee that can fund an additional position in the study abroad office to carry out some of the activities supporting this goal.

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

Actions taken for 2004-2005:

- Revised Study Abroad section of OIA website
- Conducted fourth annual Photo Contest—140 photos entered
- Revised study abroad brochures, including flyers for individual programs
- Updated data bases for program/student tracking and student follow-up including categories requested in Open Doors Report
- Presented study abroad opportunities to student groups and classes
- Masters student currently conducting research on obstacles to study abroad
- Attended various campus events promoting Study Abroad (e.g., Scholars Day, Business School Induction, Campus Resource Fair, etc.)
- Developed several events in coordination with the On-Air Study Abroad Student Organization to highlight study...
• Developed several events in conjunction with the Go Abroad Student Organization to highlight study abroad experiences (Welcome Back Reception, Culture Hours, cultural events)
• Study Abroad is included in the orientation for incoming students
• Developed in conjunction with the IUPUI Study Abroad Campus Committee the International Experience Scholarships funded by CTE funds through the Office of International Affairs ($30,000 in awards annually).
• Worked with the IUB Office of Overseas Study to develop a mechanism for IUPUI programs to appear (with direct on-line application capability) on the system-wide IU Overseas Study website—The IU "Big List" of programs.
• Integrated discussion of study abroad into First-Year Seminars and Thematic Learning Communities. Spoke with several groups of students in these classes.
• Developed a system to track the diversity of students studying abroad in the study abroad database.
• Met with Adaptive Educational Services on managing potential obstacles for participation in study abroad by students with disabilities. Participated in program site visit with Adaptive Education looking at these issues.
• Held January fair focusing on summer study abroad programs – 100 participants attended. Held Fall Fair – 50 participants
• Began creating individual web flyers for each IUPUI study abroad program.

Evidence of Progress for 2004-2005:

• Increase in number of IUPUI students who studied abroad from 270 in 2003–2004 to 310 in 2004–2005
• Ratio of study abroad students to total number of students enrolled at IUPUI during the year is now above 1% annually.

Activities planned for 2005-2006:

• Increase amount and number of IUPUI study abroad scholarships for IUPUI students
• Assess and address the obstacles to study abroad for IUPUI students, including time, money, language skills, and so forth
• Enhance program for using returned study abroad participants in the recruitment and advising of interested students—Go Abroad Student Organization
• Continue to increase the level of publicity and visibility of study abroad programs at IUPUI through various media and exhibits around campus
• Research and develop recruitment programs specifically aimed at increasing the percentage of minority students who study abroad
• Create a listing for study abroad separate from OIA in the packet that prospective students receive
- Develop returned student testimonials and photos to be incorporated into the website and other uses on campus.
- Continue to work with Adaptive Educational Services on managing potential obstacles for participation in study abroad by students with disabilities.
- Explore the possibility of including information about accessibility and physical requirements in the OSAC proposal process and in recruitment materials.
- Complete development of individual web flyers for each Study Abroad program.
- Expand locations for study abroad information tables.
- Hire an additional study assistant to assist with promotion.
- Increase grade level of International Study Coordinator with title change to Director of Study Abroad, in order to increase visibility and standing of the position.
- Create a Scholarship handout that lists IUPUI, IU, and external funding sources for study abroad.
- Increase follow up for students who have contacted the Study Abroad Office from 30 days only to 30 days and 90 days.

☑ 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

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**Actions taken for 2004-2005:**

- IUPUI became a distinguished partner of the International Partnership for Service Learning and Leadership.
- Initiated collaboration with IUPUI Center for Service and Learning.
- Attended international conferences on service learning.
- Several presentations/workshops on service learning given on campus and at state and national conferences.
- OIA staff member received a grant from Indiana Campus Compact to create a service learning program in Jamaica.

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**Evidence of Progress for 2004-2005:**

- IUPUI students engaged in 5 international internships (in Germany and France, Human Rights Internships, Social Work Practicums) and 5 international service learning programs.
- Total number of IUPUI students who participated in internship or service learning programs in 2004–2005: 26 students (roughly a third of students abroad).
Activities planned for 2005-2006:

- Continue connections with national and international organizations involved in international internships
- Work with existing IUPUI international affiliations to develop internship/service-learning possibilities for students
- Approach Indianapolis businesses and organizations about developing international internships, possibly in conjunction with an International Affairs community Board of Directors
- Work with faculty and staff to develop a structure that allows for independent international service learning projects
- Develop a bank of international internship information for use by students
- Host a national workshop on International Service Learning on March 1 and 2, 2006 in conjunction with the International Partnership for Service Learning and Leadership.
- Initiate publications and continue presentations on international service learning

☐ 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 2004-2005:

- Met with National Student Exchange planners about the processes they are using to create an exchange structure for their program. Advised on international student participation and Canada destinations (study abroad).
- Met with several representatives of universities overseas about possible exchange possibilities.
- Developed draft of a comprehensive listing of ways in which such exchanges may be funded

Evidence of Progress for 2004-2005:

- Number of international students who come to IUPUI on such exchanges--two programs implemented during 2004-05 (Philanthropy-Bologna & American Studies-Derby)
- Number of IUPUI students who studied abroad on such exchanges – in 2004-2005 there were 5 IUPUI students.
Activities planned for 2005-2006:

- Continue to assist schools in developing new and effective exchanges
- Work with campus-level staff (Registrar, Bursar) to develop administrative mechanisms parallel to the National Student Exchange (NSE) program to facilitate enrollment of international students on exchanges.
- Meet with representatives from various campuses around the world exploring possible exchange possibilities.

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 2004-2005:

- Discussion with the system-wide Overseas Studies office on the pros and cons of various funding mechanisms used at IU
- Submitted a fee request to begin charging fees through the bursar.
- Met with faculty members planning study abroad programs about ways to finance study abroad programs.

Evidence of Progress for 2004-2005:

- Extent to which IUPUI study abroad programs are financially self-sufficient
- Ability to collect program fees through the bursar—currently not able to do this

Activities planned for 2005-2006:

- Explore developing an appropriate set of course fees to cover the costs of various IUPUI study abroad programs which can be collected through the bursar
- Encourage IUPUI programs to open their admissions to other IU campus students as a way of insuring enough students enroll
- Explore ways of establishing a fund to pre-pay the costs of study-travel programs for the faculty leaders
- Assess what the real costs of the study abroad office are for OIA
- Involve IUPUI Study Abroad campus committee in discussion of possible fee systems
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 2004-2005:

- Assisted students in completing scholarship/grant applications with students e.g. one student received a $19,000 scholarship from a national organization
- In conjunction with the IUPUI Study Abroad Committee developed the International Experience Scholarship using $30,000 from the Commitment to Excellence Fund

Evidence of Progress for 2004-2005:

- Increase in the amount of study abroad scholarships obtained by IUPUI students.

Activities planned for 2005-2006:

- Continue to publicize the OIA Foundation Account for study abroad scholarships
- In conjunction with OIA and IU Foundation efforts, approach possible donors of scholarship funds outside the university, including national groups, philanthropic organizations, and so forth utilizing the planned OIA Board of Directors
- Encourage and assist students in applying for external study abroad scholarships
- Pursue the possibility of discounts with external study abroad programs in which significant numbers of IUPUI students enroll
- Continue to Publicize the automatic availability of scholarships for any IUPUI students accepted on an IU administered system-wide study abroad program
- Process applications for the OIA International Experience Scholarship and post awards.
- Submit grants to external funding sources for study scholarships

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
Timeline: on-going

Actions taken for 2004-2005:

- Enhanced orientation program for study abroad programs
- Attended conferences related to these issues

Evidence of Progress for 2004-2005:

- Increase in materials and information disseminated to students and faculty that enhances their study abroad experiences
- Course evaluation results
- Created Emergency Sheets for each study abroad program when departing for overseas
- Disseminated U.S. Dept of State warnings to relevant IUPUI study abroad programs
- Created an evaluation instrument for students to complete which asks about safety and security issues as well as learning outcomes.
- Met with representatives from the Center for Latin American and Caribbean Studies about the possibility of having them assist in region specific pre-departure orientations for study abroad programs

Activities planned for 2005-2006:

- Continue to work with schools to develop effective, culturally sensitive pre-departure and re-entry programs for study abroad students
- Attend conferences, read and contribute to literature on best practices in study abroad
- Work with system-wide Overseas Study Advisory Committee on these issues
- Hold additional training for OIA staff who may be called on to assist in the handling of a crisis.
- Continue to disseminate U.S. Dept of State warnings and other safety information from other sources to relevant IUPUI study abroad programs
- Ensure that IUPUI study abroad programs adhere to relevant human subjects requirements
- In conjunction with the IUPUI Study Abroad Committee, create a series of workshops where faculty directors can meet, share experiences, and discuss best practices.
- Develop a specific student orientation devoted to safety with the assistance of the IU Office of Overseas Study.
- Utilize the expertise at Indiana University in regional studies and elsewhere in pre-departure orientations.
03. Encourage and support international scholars in visiting IUPUI for the purposes of research, teaching, lecturing, and professional development.

1. 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

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**Actions taken for 2004-2005:**

- Updated website to include changing fee policies.
- Assisted iOffice management team in devising alerts to effectively monitor scholar populations.
- Created Assistant Director for Scholar Services position to concentrate efforts on growing scholar population.
- Added International Services Specialist position to help support efforts to bring scholars to IUPUI.
- Scanned all of the scholar files into the ONBASE system.

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**Evidence of Progress for 2004-2005:**

- Scholar data in HRMS is increasingly reliable and an active reflection of scholar activity on campus.
- Scholar numbers increased by 10% from previous year.
- Departments receive timely follow-up to requests and training on scholar issues.

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**Activities planned for 2005-2006:**

- Revise intake forms to streamline H1-B and J-1 processes.
- Revise website to reflect most recent information pertaining to scholars. Create needed links to other departments who can advise on related issues. Expand explanatory information available to both scholars and departments.
- Provide workshop to campus departments on employing foreign nationals in conjunction with HR and also one by our office to review procedures and timelines and train campus administrative personnel to feel more comfortable in these functions.
- Develop library of cataloged Immigration reference materials to support visa advice given to scholars.
- Provide clear direction to departments on use of HRMS for hiring foreign nationals. Provide specific information on when an academic appointment is needed and when Affiliate accounts are preferred.
- Develop e-mail list of scholars related to departments so that we can readily contact them with important procedural and regulatory information.
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 2004-2005:**

Provided some academic units with a three-stage plan for external funding: from individual faculty exchange to joint academic program development to seeking endowed chairs (LAS Philosophy & Religion with Strasbourg Universities)  
Supported some academic units by critiquing/editing grant proposals for joint degrees (LAS Communication with Poitier FR)

**Evidence of Progress for 2004-2005:**

Increase in the number of international scholars in residence at IUPUI  
Increase in the number of international scholars visiting IUPUI for a short visit or presentation  
Increase in number of proposals submitted

**Activities planned for 2005-2006:**

Develop database of all OIA-assisted grant proposals submitted for external funding

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

**Actions taken for 2004-2005:**

- Doubled the number of visitors hosted by OIA, including representatives from universities (in Kuwait, Lebanon, Japan, Korea, Thailand, Russia, etc), diplomatic missions (Australia), and governments (Germany).  
- Designated two OIA staff who now oversee such visits.  
- Developed procedures and supply of gifts for such visitors.  
- Updated the OIA database for IUPUI’s international projects and institutional collaborations

**Evidence of Progress for 2004-2005:**

- An itinerary involving visits to five IUPUI Schools can be arranged in some cases in under 24 hours
Activities planned for 2005-2006:

- OIA to work as a team in close collaboration with IUPUI schools to ensure top quality visits to the campus by an ever increasing number of international visitors from universities, businesses, and diplomatic missions etc.
- Oversee the updating of the OIA database of international activities, study abroad, research, curricula, etc.
- Create a searchable database to locate international students and faculty from the 100 countries represented on our campus.
- Clarify compensation issues relating to visa types for different categories of international visitors.
- Implement new system of gift-giving for international visitors.

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

Actions taken for 2004-2005:

- Dossier of grant applications by OIA being established.
- Notification of funding opportunities in Education, Allied Health, SPEA and other fields shared with relevant school and departmental heads.
- Worked with specific faculty on developing proposals for projects and for awards, including Medicine, Library Science, Nursing, Architecture, OIA, etc.

Evidence of Progress for 2004-2005:

- Increase in the number of proposals submitted.
- Increase in the number of proposals funded.

Activities planned for 2005-2006:

- Set up regular appointments with RSP and OIP to discuss funding opportunities for IUPUI staff and faculty and disseminate to interested parties in a timely manner.
- Take a proactive approach in assisting IUPUI faculty in the grant writing process.
• Provide individual consultation to faculty on funding sources and proposal development
• Create a data base of grants submitted, funded, and rejected (measure of productivity)

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 2004-2005:**

• Established a Coordinating Committee for the IUPUI-Moi University ‘core’ or institution-wide partnership, involving representatives from Medicine, Social Work, Education, Informatics, Engineering, Anthropology, Dentistry, Nursing, SPEA etc.
• Investigating the possibility of other ‘core partnerships’ with other countries.
• Open door policy for students, staff, and faculty, wishing to embark upon international projects or partnerships.

**Evidence of Progress for 2004-2005:**

• Increase in the number of people seeking assistance, and also projects that are developed

**Activities planned for 2005-2006:**

• Take positive steps to replicate the success of the IU-Kenya Medical Partnership with the involvement of other IUPUI schools, including Nursing, Social Work, Education, Informatics, and so on.
• Pursue other ‘core partnerships’ to raise IUPUI’s profile in specific international arenas and enrich the student experience for those attending or working at IUPUI.

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 2004-2005:**

• Director of CSEA relieved of other duties in order to focus on the CSEA
• Began working with Southeast Asian partners on tsunami relief
Began working with Southeast Asian partners on tsunami relief
New 2 + 2 program with Trisakti University developed

Evidence of Progress for 2004-2005:

- CSEA fully involved in the U.S. Department of Education grant which OIA received

Activities planned for 2005-2006:

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

4. Assemble and support faculty/student interest groups centered around particular parts of the world or particular international topics.

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

**Secondary Goals:**
- None

**Time Frame:** on-going

Actions taken for 2004-2005:

- Assembled preliminary computer data base of faculty with international research or teaching interests
- Established and supported a faculty Study Abroad Committee
- Established and supported a student Go Abroad Club
- Established and supported faculty team with interests in curriculum internationalization to participate in the Internationalization Laboratory of the American Council on Education (ACE)
- Began to organize and coordinate faculty who are interested in expanding activities with Moi University, Kenya
Evidence of Progress for 2004-2005:

- Study Abroad Committee now meets on regular monthly basis, has membership drawn from across IUPUI’s different schools
- Go Abroad Club meets every few weeks, sponsors talks and activities on study abroad
- The ACE team traveled to Washington twice, met regularly, and has produced a preliminary set of international learning objectives for IUPUI
- The Moi University interest group planned a major cross-campus visit to Kenya for late August–early September 2005

Activities planned for 2005-2006:

- Refine the faculty database and make it widely accessible
- Guide ACE team in completing work on international learning objectives and begin integrating these with the PULs
- Continue to guide and support Study Abroad Committee and Go Abroad Club
- Develop more formal structures and procedures for the Moi University interest group as a model for subsequent groups connected to core IUPUI partner institutions
- Pull faculty with an interest in international videoconferencing together in preparation for a conference to be held at IUPUI fall 2006
- Consider establishing other interest groups, perhaps for Southeast Asia, Mexico, China, and/or specific topics within international studies

☐ 5. 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:** None
   **Time Frame:** on-going

Actions taken for 2004-2005:

- Co-sponsored three workshops on international service learning during 2004–2005 (with Center for Service and Learning)
- Did planning for the development of the Global Crossroads facility that will occur in 2005–2006
- Used INTLNEWS to notify faculty of upcoming international performances and events
- Arranged for the Indiana Consortium of International Programs to hold its faculty seminar on Iraq at IUPUI
- Made such faculty development a key element of the U.S. Department of Education UISFL grant, which the OIA was awarded

Evidence of Progress for 2004-2005:

- 50 faculty attended international service learning workshops during the year
- 64 individuals attended the Iraq seminar
Activities planned for 2005-2006:

- Develop series of workshops on Indonesia and international collaboration as part of UISFL grant
- Acquire hardware and software to get the Global Crossroads up and running
- Work with the School of Liberal Arts to plan development of the digital language laboratory
- Develop pre-departure workshops for the faculty and students participating in the partnership with Mexico
- Draft guidelines on faculty development elements that might be included in international grants for which IUPUI faculty are applying

05. 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 2004-2005:

- Established new position, Director of International Partnerships
- In collaboration with OIP, established new templates for both Agreements of Friendship and Cooperation and Implementation Plans that are available to all IUPUI
- Developed a questionnaire to assist faculty who are considering a partnership with an overseas institution
- Building a library of materials pertaining to our overseas affiliates
- Updating the OIA website to include the latest information on IUPUI Agreements, templates, etc.
- Established an IUPUI-IU International Affiliations Committee to streamline the approvals process for Agreements of Friendship and Cooperation, and Implementation Plans.
- A host of new agreements have been signed with institutions of higher learning in Japan, Germany, Italy, Jamaica, Korea, Kuwait, Indonesia, China, Turkey, and Russia, etc.

Evidence of Progress for 2004-2005:

- Development of new, high-quality affiliations

Activities planned for 2005-2006:
• Update website with questionnaire, new agreement and implementation plan templates, and overview of the approval process from initial vetting to signing by Chancellor Bantz
• Ensure regular meetings with International Affiliations Committee via video-conference between IUPUI and IUB for streamlining the 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 2004-2005:
   • Mapped existing IUPUI international affiliations by unit and location, showing strong focus in Europe and South, East, and South-east Asia, and in Dentistry, Medicine, Philanthropy, Chemistry, Engineering, and Nursing
   • Working closely with OIP, updating the list of active IUPUI partnerships, and culling those from the list which are inactive

   Evidence of Progress for 2004-2005:
   • Existing partnerships remain vital and active

   Activities planned for 2005-2006:
   • In collaboration with OIP, cull inactive agreements from the international affiliations database

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 2004-2005:
   • During visits by senior faculty from premier universities from four continents, encouraged networking and potential collaborative endeavors by bringing together a range of interested parties from multiple disciplines.
Evidence of Progress for 2004-2005:

- Increased number of affiliations emerging from OIA contacts, like with Southwestern University in China, and a renewed partnership with the University of the West Indies, in Jamaica.

Activities planned for 2005-2006:

- Advertise new agreements of friendship and cooperation widely across the campus in a variety of forums in order to advance the partnership

4. [new item] Promulgate and support the concept of Strategic Partnerships for IUPUI.
   
   **Campus Planning Theme:** Teaching and Learning
   
   **Secondary Goals:**
   
   **Sub Unit:** None
   
   **Time Frame:** Ongoing

Actions taken for 2004-2005:

null

Evidence of Progress for 2004-2005:

null

Activities planned for 2005-2006:

- Develop clear statement on Strategic Partnership concept
- Discuss this statement widely across many constituencies at IUPUI
- Seek funding for such partnerships
- Develop procedures and policies for such partnerships
- Explore web-based platform for facilitating such partnerships

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

1. 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 2004-2005:

Co-sponsored Amjad Ali Khan performance on April 23, 2004 with International Center of Indianapolis and the University of Indianapolis
Co-sponsored community arts performance with Philippine Barangay Club
Held lunch meeting for all international consuls in Indianapolis, exploring possible collaborations
Assisted International Center of Indianapolis in receiving officials from the U.S. Department of State connected to the International Visitor Program
Began working with the President of the Indiana Nationalities Council in planning the annual Indianapolis International Festival
Provided consulting expertise to The Childrens Museum in redoing its Passport to the World gallery
Began discussions on developing partnership with a university in Indianapolis newest Sister City (in Slovenia)
Sponsored an OIA table at the Solutions Center conference for the Indianapolis community
Occasional contacts with such agencies and businesses
Hosted U.S. State Dept. Briefing on International Exchange Programs in collaboration with Senator Lugars Office and the Office of Citizen Exchange, International Center of Indianapolis
Hosted International Citizen Visitors through the Office of Citizen Exchange
Was involved in discussion of potential collaboration with CILC
Have been involved in cross-campus project with the Center of Latin American and Caribbean Studies for internationalizing the Indiana State curriculum of middle and high schools by infusing the knowledge and understanding of Latino Culture and History
Use Intlnews to disseminate information about international activities in Indianapolis
Two international students made presentations about their countries at a local high school through the World Neighbors program.

Evidence of Progress for 2004-2005:

Increased use of IUPUI resources, faculty, students, and programs by area organizations
International Center of Indianapolis now regularly asks for IUPUI assistance in hosting International Visitors
Increased visibility in international community of Indianapolis
Increased involvement in and sponsorship of community events, lectures, performances, projects, and outreach programs

Activities planned for 2005-2006:

Initiate development of an OIA Community Advisory Board
Formalize the partnership and develop specific activities with Slovenia
Consider developing stronger relationships with the International School, as well as select other community organizations
Implement projects aimed to internationalize IPS system through the infusion of Latino culture and history.
Increased involvement of local businesses and community organizations in internationalization initiatives on campus

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 2004-2005:

- Held First Annual IUPUI International Festival that highlighted and celebrated the international identity of IUPUI. Over 750 students attended.
- Co-sponsored Photography Exhibit on study abroad program in Cuba
- Worked with members of IUB faculty to host a film and lecture series about indigenous filmmaking
- Collaborated with Herron School of Art and Design on permanent exhibit entitled “Dreams of Travel” held in ES corridor
- Have member of OIA on External Affairs Coordinating Committee
- Co-sponsored 8 monthly “First Thursday Seminars” with the Honors Club on such international issues as Nigeria, study abroad and the IU/Kenya Partnership.
- Provided volunteer and transportation assistance to the International Center of Indianapolis as they hosted the Midwest Conference of the National Council for International Visitors.

Evidence of Progress for 2004-2005:

- Increased visibility of international activities and programs on campus
- Increased understanding that international students, activities, program, and research is a form of diversity
- Attendance at the International Culture Hours increased from an average of 30 participants each week in Fall 2004 to an average of 45 participants each week in Spring 2005.

Activities planned for 2005-2006:

- Using idea of core partnerships as themes for campus exhibits, performances, and activities
- Hold Second IUPUI International Festival

3. [New Item] Create OIA Community Advisory Board to enrich OIA program perspectives and foster development of an OIA Advancement Program

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

Actions taken for 2004-2005:

Generating a list of potential Board members
Developing an OIA business plan as basis for developing Advancement Program
Seeking consultation with IU Foundation staff

Evidence of Progress for 2004-2005:
Activities planned for 2005-2006:

Invite representatives of political, business, nonprofit, cultural, and social sectors of central Indiana to serve on OIA Community Advisory Board
Initiate OIA Advancement Program to seek support for international programs enrichment and expansion, an increase in the range of activities available to faculty and students, and monies to strengthen OIA capacity.

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 2004-2005:

- Completed second round of verification for database and entered changes
- Have had two members of OIA sitting on the International Studies Major Advisory Council
- Supported (through consultation and funding) the interdisciplinary International Studies Major, which will begin accepting majors in 2006.
- Worked with OIP Center for Global Change on various internationalization initiatives for the Indiana University System
- Currently setting up the Global Crossroads to facilitate many of these programs, including cross-national and cross-campus courses

Evidence of Progress for 2004-2005:

- Development of an International Studies major completed
- Increase in number of minors and certificates focused on international issues or regions
- Enhancement of existing international degree programs
- Curriculum integration of study abroad in professional schools
- Enhanced role of OIA in the development of internationally-focused academic programs

Activities planned for 2005-2006:

- Work with professional schools on internationalizing their curriculum and for integrating study abroad into degree requirements
- Work with Office of Professional Development to internationalize new course designs
• Complete inventory and make it accessible on OIA website

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 2004-2005:**

   • Initiated discussions with professional schools to see how internationalization would best be integrated in their curriculum
   • Selected as a participant in the American Council of Education (ACE) Internationalization Laboratory
   • Created ACE Faculty Council to assess level of internationalization on IUPUI campus, to predict inroads for internationalization, and to create a set of international learning objectives for IUPUI and the various disciplines
   • Created an International Themed Learning Community for upper-level students
   • Created, submitted, and had accepted a multicultural module for the Office of Professional Development
   • Signed on as a partner in FACET’s Leadership Institute devoted to identifying international learning objectives for IUPUI students
   • Submitted and had accepted a proposal for an international conference on the topic of interactive video for international education (IVIE), done in collaboration with Center for Teaching and Learning (in OPD) and UITS
   • Was awarded a two-year Title VI UISFL grant by the Dept. of Education to Internationalize the Professional Undergraduate Curriculum at IUPUI
   • Had OIA staff member become active member of the PUL5 Community of Practice
   • IUPUI’s internationalization activities were noted in *Networker Magazine*.

   **Evidence of Progress for 2004-2005:**

   • Number of faculty seeking further training on international topics
   • Increased international awareness on the part of IUPUI graduates as documented in the E-portfolios
   • Addition of international topics to Gateway courses
   • Integration of International perspectives in the IUPUI PUL5
   • International perspectives embedded in professional degree programs
   • Have international learning objectives as a part of syllabi construction

   **Activities planned for 2005-2006:**

   [ 25 ]
• Have ACE Faculty Council complete the set of learning objectives and bring it to the attention of professional and non-professional schools for curriculum integration
• Create list of possible gateway courses as inroads of internationalization
• Use the UISFL grant to internationalize the professional schools of Education, Social Work, and Engineering through international curriculum design and professional development in collaboration with GMU in Indonesia
• Implement idea of international core partnerships as a hub of internationalization across the curriculum
• Initiate activities under U.S. Department of Education grant
• Finalize list of international learning objectives and disseminate these widely across campus
• Continue to explore building international perspectives into Gateway Courses
• Begin presenting faculty development workshops on curriculum internationalization
• Continue to work on integrating international learning with the ePortfolio

08. 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 2004-2005:

• Spearheaded the revitalization of the International Affairs Program Committee as an active organization on campus
• Brought together units which were separately developing projects in Mexico, France, Russia
• Began to articulate the concept of core or strategic partnerships for IUPUI, pulling together a Moi University coordinating group as a model of how such cross-campus coordination might proceed

Evidence of Progress for 2004-2005:

• IAPC developed a strong statement of its mission in working with the OIA for campus-wide internationalization
• Cross-campus group is now working on a coordinated M.A. in Bioethics with the Universities of Alsace
• Moi University coordinating group planned a major visit to Moi in late summer

Activities planned for 2005-2006:

• Formalize and support the Moi University coordinating group in going further
• Present the concept of core or strategic partnerships widely across the campus, soliciting feedback and participation from a wide variety of stakeholders

[ 26 ]
• Use the database to assist faculty and units in identifying relevant cross-campus partners for their international activities

✔ 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 2004-2005:

• Compiled preliminary inventory of IUPUI courses, affiliations, study abroad programs, and faculty with international interests, some of which is on the OIA website
• Have highlighted two new international exchange programs at the International Welcome Reception each year
• Through new Communications position, created stronger relationship to Media Relations, Communication and Marketing, and External Affairs
• Coordinated first annual IUPUI International Festival that celebrated and promoted all aspects of what is international at IUPUI

Evidence of Progress for 2004-2005:

• Presence of the inventories on the website
• Much faculty interest in completion of the inventory
• Development of a showcase event
• Increased participation and attendance at IUPUI International Festivals; over 600 people attended 2004 International Festival

Activities planned for 2005-2006:

• Complete the database inventory and to make it accessible
• Publicize the existence of the database and create instructions for its use
• Create system of maintenance for the international database
• Repeat and expand International Festival

✔ 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 2004-2005:

- Maps and other wall hangings purchased and mounted; display cases updated with international theme
- Herron School of Art class invited to submit internationally-themed paintings for public hallway
- Herron School of Art faculty member donated a painting series for interior hallway
- Held Open House April 2005 to celebrate new location and showcase activities for the campus

Evidence of Progress for 2004-2005:

- Move to center of campus was successful and marked by a ceremony at which the Chancellor spoke to a gathering of over 100 individuals
- Student walk-in traffic has increased from approximately 60 in the 2003–2004 academic year to about 313 visits in 2004–2005 after we moved into the ES building.

Activities planned for 2005-2006:

- Continue to decorate the OIA space with international artwork
- Search for ways to increase OIA office space in proximity to our main quarters in the ES building

☐ 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

Actions taken for 2004-2005:

- Presentation to Deans’ Council on international student recruitment, followed by meetings with specific deans
- Devoted much time to developing a statement of Vision, Mission, Values, and Goals for the OIA, key elements of which are posted on signs throughout the OIA space
- Worked with the Deans of Nursing, Liberal Arts, and Engineering in discussing their overall approach to internationalization
- Involved the Deans of Social Work, Education, Nursing, and Informatics in expanding the Moi University partnership
- Included faculty fellowships in the U.S. Department of Education UISFL grant
- Developed good working relationship with Center for Teaching and Learning, Center for Service and Learning, University College, and the School of Liberal Arts in pursuing campus internationalization
Evidence of Progress for 2004-2005:

- In total, roughly 80 IUPUI faculty are involved in various OIA initiatives and committees
- OIA staff met with every academic dean at least once during the last year

Activities planned for 2005-2006:

- Continue periodic meetings with deans and departments, particularly concerning the core or strategic partnership idea, as well as international student recruitment and study abroad development
- Develop faculty development workshops in conjunction with the CTL and CSL
- Seek funds for more faculty fellowships
- Create and support area and topical interest groups
- Work with select deans and the IAPC to develop school-specific internationalization plans and procedures

☐ 5. Develop effective ways of communicating the level and nature of IUPUI's international activity across the campus.

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

Actions taken for 2004-2005:

- Expanded INTLNEWS by increasing subscription and membership
- Used wall space of OIA to communicate the role of OIA in the international activities of IUPUI
- Contracted Herron art class to produce artwork on international themes for the ES corridor
- Had Sagamore and IDS Newspapers write various articles on international activities, including articles on study abroad, the Global Dialogues Course, and OIA trip to Thailand
- Had Media Relations produce various press releases about international activities at IUPUI
- Had staff member attend and participate in External Affairs Coordinating Committee
- Had regular contributions to IU system-wide International Programs Bulletin
- Used JagNews and Inside IUPUI to disseminate information about international activities on campus
- Established Director for International Communications position

Evidence of Progress for 2004-2005:

- Increased coverage of IUPUI international activities in campus, such as Sagamore, Inside IUPUI, and the IUPUI Web site
• More awareness of OIA as the central office for IUPUI regarding international activities, programs, and research

Activities planned for 2005-2006:

• Work with various academic and administrative units to have a more comprehensive view of the international activities and research at IUPUI
• Further the visibility of OIA activities in campus and local media

1. Spear-head and support the development of a campus-wide Global Crossroads 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 2004-2005:

• Submitted and received Title VI funding from the Dept. of Education for an internationalization project that is based in part on the technological facilities provided at the Global Crossroads
• Received funding through the Dept. of Education to assist in equipping the Global Crossroads for international education
• Discussions have begun with UITS and VICOPS about which equipment to purchase and how to make the Global Crossroads a fully-equipped interactive teaching classroom for international education
• Submitted and Received a Collaborative Training Grant from NAFSA to coordinate and run an international conference on the role of interactive video for international education (IVE)
• Designed and taught first fully live interactive international course at IUPUI (Global Dialogues) that was collaboratively taught with UNJ in Jakarta

Evidence of Progress for 2004-2005:

• BS 3000 now has two rooms dedicated to this
• Extensive use of the Global Crossroads for interactive courses, professional and faculty development, international collaborative exchange, and other activities aimed at strengthening the international component of IUPUI curriculum and campus environment
Activities planned for 2005-2006:

- Fully equip and outfit Global Crossroads (to include polycom unit for videoconferencing, individual computer camera, mikes, headsets, and software systems for one-on-one interaction, classroom technology such as DVD, VCR, LCD projector, and document camera)
- Begin to acquire resources for library to be housed at the Global Crossroads, to include digital, analog, and written resources that cover international education, language training, crosscultural communication, conducting international research, etc.)
- Continued increase in use of Global Crossroads for interactive courses on international themes, faculty development, student recruitment, and pre-departure and post-program orientation for study abroad.
- Continue to assist Liberal Arts in developing digital language lab

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 2004-2005:

- Received NAFSA Collaborative Training Grant to train and disseminate information about international interactive video
- Received Title VI funding from Dept. of Education that uses international partnerships and distance education technology as a means of internationalization
- Submitted and had accepted a Multicultural Course Module from the Office of Professional Development
- Successfully offered interactive video course with Indonesian university
- Applied for grant to hold major conference on this topic

Evidence of Progress for 2004-2005:

- Development of new international distance educational courses or module
- Creation of RLOs of international content
- Strong student evaluations
- Conference proposal funded by NAFSA, Association of International Educators
- Infusion of international perspectives through online and distance learning

Activities planned for 2005-2006:

- Consult with Center for Teaching and Learning in the creation of course modules (RLOs) as part of the Title VI grant from the Dept. of Education
- Expand the use of the Global Crossroads and interactive video in general to the various professional and non-professional schools of IUPUI
- Train faculty and staff (both IUPUI and non-IUPUI) in the technological and pedagogical issues involved in interactive international education.
- Act as international consultant for Office of Professional Development for their Course Transformation Grants.
- Prepare for conference.
- Begin workshops on this topic.

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 2005-06 strategic plan for campus internationalization.

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

   Actions taken for 2004-2005:

   - New and functioning IAPC established
   - IAPC decided not to use the 2002-03 draft of a new strategic plan for IUPUI, but rather to use the already approved 1999 strategic plan as a superior document
   - OIA staff considered the 2002-03 draft in its Fall 2004 retreat, generally concurring with the findings of the IAPC

   Evidence of Progress for 2004-2005:

   - The IAPC was able to reach a definitive conclusion concerning which strategic plan should continue to guide IUPUI.

   Activities planned for 2005-2006:

   - The IAPC will consider how the 1999 plan can be implemented on the level of schools and departments
   - The OIA and the IAPC will work together to identify measures of campus internationalization

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 2004-2005:

- Conducted a major overhaul of the OIA Annual Planning and Budgeting document
- Began to establish baseline benchmarks for various OIA activities to gauge future developments, especially in the area of admissions processing; biweekly admissions activity reports now issued
- Devoted considerable effort to developing a comprehensive document stating the Vision, Mission, Values, and Goals of the OIA, to be used as the basis for developing assessment measures
- Revamped and conducted the annual peer evaluation process for all OIA staff
- Conducted and responded (through a set of task forces) to a Staff Satisfaction Survey

Evidence of Progress for 2004-2005:

- OIA Vision, Mission, Values, and Goals document endorsed by all OIA staff
- Admissions Activities Reports enabled us to assess concerns, bring in expert consultants, and achieve major progress in admissions processing times
- When Staff Satisfaction Survey was repeated in October 2005, nearly all problematic areas now registered positive responses

Activities planned for 2005-2006:

- Develop 3-year strategic plan based on the Vision, Mission, Values, and Goals document
- Develop more benchmarks and objective assessment measures for OIA output and activities
- Respond to the few areas of concern that were revealed by the October 2005 Staff Satisfaction Survey

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 2004-2005:

- Clarified the nature of these funds, when they will be transferred, and their relationship to other Commitment to Excellence awards
- Have used the CTE funds for essential OIA staff enhancements, the development of an International Studies Major, establishment of the IUPUI International Fest, a large block of new Study Abroad Scholarships (developed by a faculty committee), a Peer Mentor program for international students, participation in the ACE Internationalization Collaborative, development of the Global Crossroads facility, and public programming of an international nature.
A budget reduction plan was developed for the base funding of the OIA, that does not tap into the CTE funds.

Evidence of Progress for 2004-2005:

- All activities projected for the CTE funds are now under way

Activities planned for 2005-2006:

- Develop a more detailed assessment plan for the activities engendered by the CTE funds
- Apply for additional CTE funding

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 2004-2005:

- OIA staff supported in membership in and travel to NAFSA state, regional, and national meetings
- OIA lead admissions officer and associate dean attended the European Association for International Education (EAIE) conference in Torino, Italy
- Began a staff mentoring process

Evidence of Progress for 2004-2005:

- More OIA staff involved in such activities

Activities planned for 2005-2006:

- Develop stated allocation and budget plan for staff development activities

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 2004-2005:

- Applied for six external grants, funded for three of these
- Sources of external monies have been identified to supplement study abroad scholarships, expand Global Crossroads classroom, strengthen internal operations

Evidence of Progress for 2004-2005:

- Grant from U.S. Department of Education for internationalizing the undergraduate curriculum of professional schools
- Grant from World Learning for developing and hosting a workshop for faculty from South East Europe University
- Grant from NAFSA for developing a major conference on international videoconferencing
- Total grant awards: $225,000.
- Greater recognition among OIA staff that external funds are available to strengthen OIA capacity

Activities planned for 2005-2006:

- Continue to apply for grants that support OIA activities.
- Continue to refine strategic plan and reassess high priority areas as internal and external conditions change and new opportunities appear
- Involve more OIA staff in identifying OIA priority areas and relating to external funding opportunities
- Submit grants to foundations interested in strengthening OIA internal operations

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 2004-2005:

- Regular exchange of personnel and expertise in the areas of student services and visa processing (i.e. participation of OIA staff in development of iOffice 2.0)
- OIA Assistant Dean is co-chair of University-wide committee on SEVIS compliance
- IUPUI Associate Dean now regularly attends OIP staff meetings in Bloomington
- IUPUI Director of Study Abroad now an ex officio member of the Overseas Studies Advisory Committee
IUPUI faculty have been significant players in OIP projects in Macedonia and Kyrgyzstan
IUPUI Director of International Partnerships now fully involved in developing policies and procedures on new partnerships
IUPUI Assistant Dean participated in preparing testimony of President Herbert for Senate Foreign Relations Committee Hearing on student & scholar visa issues, October 2004
OIP has set aside an office for use by OIA staff when in Bloomington

Evidence of Progress for 2004-2005:

- Increased presence of IUPUI in key IU international activities

Activities planned for 2005-2006:

- Work closely with the OIP as the university adapts to significant new changes in upper administration
- Raise the issue of IUPUI being included in CIC activities

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

Actions taken for 2004-2005:

- Assistant Dean participated in Destination Indiana trip to East Asia as a representative of all of Indiana University for the purposes of recruitment and meeting with American embassy staff
- Decided against joint IU-Purdue center
- Held meetings with the Institute for Study Abroad at Butler University, but have not moved on more formal affiliation
- Associate Dean elected to Executive Board of Indiana Consortium of International Programs
- Part of small working group developing an Indiana state Policy on International Education
- Hosted Indiana State meeting of NAFSA at IUPUI in Spring 2005
- Developed document on the Importance of International Education to Indiana

Evidence of Progress for 2004-2005:
- Increased number of staff engaged in such activities

Activities planned for 2005-2006:

- Continue to contribute to developing an Indiana state Policy on International Education
- Establish more connections with international counterparts at other Indianapolis institutions

2. 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 2004-2005:

- Staff supported in seeking offices and participating in meetings
- I-House Program Coordinator appointed to Community Representative position on NAFSA Region VI Leadership Team

Evidence of Progress for 2004-2005:

- Assistant Dean elected as Chair-Elect for NAFSA, Region VI.
- Associate Dean elected to Executive Board of Indiana Consortium of International Programs, selected to participate in “Ghost Ranch” seminar at European Association of International Education, invited to present workshops at the Association of International Education Administrators, the International Partnership for Service Learning and Leadership, and NAFSA national meetings
- Articles published by Associate Dean and Director of Study Abroad
- Associate Director of International Admissions made a presentation on the Bologna Process at the Indiana State NAFSA Meeting.
- Director for International Recruitment led professional development workshop at November 2004 NAFSA Region VI conference on recruitment

Activities planned for 2005-2006:

- Encourage new staff to attend meetings and get involved
- Continue nominating staff for awards
- Support staff in submitting articles and presenting at meetings
ReAllocation Plan

Other Question(s)

Doubling goals. In what ways has and will your responsibility center contribute to the Chancellor’s doubling goals for enrollment (retention and graduation rates and degree conferrals), research and scholarship (grants and contracts), and civic engagement (service learning, internships, community collaborations)?

The OIA contributes to the doubling goals for enrollment by working to increase the levels of international student enrollment at IUPUI (international students are retained and graduate at higher rates than domestic students) and by increasing student participation in study abroad (a powerful pedagogy that has been shown to raise GPAs and increase the retention). It contributes to the doubling goals with respect to research and scholarship by supporting and facilitating international research. And it contributes to the doubling goals for civic engagement by supporting international service learning as well as collaborative partnerships with institutions outside the United States.

Diversity. What actions have you taken and what results have you achieved in diversifying your student body (particularly in improving the success rates of minority students) and your faculty and staff?

The OIA contributes directly to the diversification of the student body at IUPUI by recruiting, admitting, and providing services to international students and scholars. The OIA’s own staff also exhibits both racial and international diversity.

Campus coordination and cooperation. Are you willing to work with an adjudicative group in resolving conflicts in course and program offerings in the spirit of reducing campus duplication and overlap? If so, what forum or format would be most helpful to you? Please cite examples of your cooperation with other units in resolving such conflicts.

4) What actions have you taken to promote the retention of all students, and in particular, individuals who would diversify the student body, e.g., ethnic, racial, and gender minorities?

5) What uses are you making of the student technology fee?