2008-2009 Academic Affairs - International Affairs

Section	Document Name
Mission Statement	• OIA-Goals and Strategies FY2009-10.pdf

Mission

Engaging the World through Education and Partnership

The Office of International Affairs is a comprehensive office of international education and program development, established in 1988 to "stimulate, coordinate, and serve as a focus for international activities on the [IUPUI] campus".The OIA fosters and supports international student admissions, visa services for both students and scholars, study abroad, faculty research projects, institutional partnerships, international development projects, curriculum internationalization, campus programming, and community outreach.

Vision

Universities have a critical role to play in furthering global competence, understanding, and partnership. IUPUI, with its extremely broad range of programs, enabling it to combine academic understanding of the broader world with professional practice and civic engagement, has the potential to be in the forefront of international education initiatives. By supporting the increased internationalization of IUPUI, the OIA works to make IUPUI, and all of central Indiana, a global crossroads.

Mission: The Office of International Affairs fosters international study, research, and service across the IUPUI campus (and beyond), by

- Supporting, coordinating, and developing international activities that fit IUPUIâ€™s strengths and create interdisciplinary synergies.
- Recruiting, admitting, and assisting international students and scholars who enrich the IUPUI community and contribute to its academic programs
- Encouraging international learning and overseas experiences for all students
- Working with international partners to develop learning, research, and development activities that benefit all involved
- Partnering with student life, as well as local organizations and businesses to enhance international programming, learning, and connections for both campus and community

Values

We respect the power of international dialogue, interaction, and travel to transform lives and reduce barriers among people.

We create important synergies by combining international admissions, student services, study abroad, curriculum internationalization, and international research and applied projects under a single umbrella.

We value international students and scholars on campus, because they contribute skills and knowledge to our classrooms and laboratories, establish international connections that last long after they have left, and broaden our outlook on the world.

We advocate international learning for all, regardless of field, and view global competence as a key element of personal and professional life in the 21st century.

We frame our interactions with students, colleagues, and others with respect, openness, and reciprocity; we listen carefully; and we work toward mutually satisfactory conclusions.

We believe IUPUI can play a particularly important international role because it combines a broad range of professional and academic programs, and is a national leader in institution-building, pedagogical innovation, civic engagement, health sciences, and technology.

We accept the responsibility of universities to share their resources and expertise with institutions and communities around the world.

We embed our international activities in a deep understanding of their cultural, ethnic, national, and global contexts, as well as basic principles of cross-cultural communication and understanding.

We are committed to excellence and best practices in our work, pursue continual professional growth and development, and keep abreast of the latest developments in international education.

We share an abiding commitment to making the world a better place.

Goals and Objectives

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

I.1. Engage in a continuous process of planning, assessment, and improvement for the internationalization of IUPUI.

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

Actions taken for 2008-2009:

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

- A preliminary list of international courses has been posted online at http://webdb.iu.edu/internationalaffairs/search.cfm.
- Tracked international research by faculty: The ability to do this is tied to having an "international" menu item on the faculty annual report.
- Continued tracking and reporting study abroad, international scholars, and international student enrollments through Open Doors.
- Worked with IUB to develop a university-wide data management system for study abroad. We completed the needs assessment phase and the data team has created the structure of the database. The new system will include opportunities to automate many currently manual functions and will link with SIS.

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

- International Affairs played key roles in the RISE to the Challenge planning and town hall meetings.
- International Affairs continued to play key role in the Enrollment Shaping Initiative.
- Played a collaborative role with new campus diversity initiatives by cosponsoring events and meeting regularly with leadership in the Multicultural Center and Student Life.

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

- Mexico Interest Group website is online at http://international.iupui.edu/partnership/mexico/
- Website for IUPUI–Moi Partnership is online at http://international.iupui.edu/partnership/kenya/.
- News releases and International News listserv (intlnews@listserv.iupui.edu) announcements included:
    - IUPUI Receives New Fulbright-Hays Group Projects Abroad Program Grant for "Understanding Kenya

Through Partnership and Service: Focus on Curriculum Development"
    - IUPUI, City of Indianapolis Delegation Heads to Moi University
    - IUPUI Partnership with University of Tehran of Historical Significance
    - IU suspends summer study programs in Mexico
    - Facebook Adds New International Twist as Professor Teaches Social Problems Course One last Time
    - IUPUI International Festival Features Hip Hop, Persian, and Capoeira, Ethnic Dress Competition, Photo Contest
    - IUPUI Wins Prestigious Heiskell International Education Award for International Partnerships
    - IUPUI Studying Abroad Options Expanding, Enrollment Growing
    - IUPUI Students Earn Confucius Institute Scholarships
- A blog account was created at http://international.iupui.edu/impact and one study abroad program (Paros, Greece) was documented.
- Three IUPUI study abroad students participated in the "Summer Impact Program" documenting their experiences overseas. http://www.iupui.edu/summerimpact/
- Posters explaining the key dimensions of internationalization and key activities of OIA were produced for use at events.
- A once-per-semester meeting has been scheduled with the Associate Vice Chancellor of International Affairs and the Vice Chancellor of External Affairs.
- New websites were created for study abroad http://abroad.iupui.edu and international admissions http://iapply.iupui.edu.

I.1.d. Engaged in continuous analysis and development of policies and procedures that advance internationalization at IUPUI.

- Continue to collaborate on implementing the IU Policy on Partnerships and Affiliations.
- Take leading role in developing OVPIA policy on offshore operations.
- Maintain regular communications with OVPIA on IU's policies.
- Continue to work on effective policies and procedures for exchanges of international scholars and students.

Evidence of Progress for 2008-2009:

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

- Recruitment strategies based on analysis of prior Open Doors data had higher than normal yield.
- List of international courses now feeding into curriculum internationalization planning.

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

- OIA was designated at the lead unit for the "I" in RISE.
- OIA was designated as lead unit for international component of the Enrollment Shaping Initiative.
- Significant increase in international students
- 17 new IUPUI study abroad programs were approved.

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

- About 275 faculty and staff are subscribed to the International News listserv.
- About 2,000 international students and alumni receive updates through the International News for Students listserv

- IUPUI's Media Relations created a filter category for international press releases on the newsroom platform.
- The main OIA website, http://international.iupui.edu received 88,822 unique page views between 10/27/2008 (when tracking began) and 6/30/2009.

I.1.d. Engaged in continuous dialogue with OVPIA on IU's international policies, interests, and concerns.

- OIA co-wrote draft of IU Off-Shore Policy
- Greater clarity and specificity in new IU Affiliations Policy

New IU Policy on Funding Student Exchanges modified to accommodate IUPUI

Activities planned for 2009-2010:

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

- Hire a new Logistics Coordinator to help code international course database.
- Staff responsible for database will attend STEPS courses to develop additional databases.
- Conduct survey on international activities and interests for faculty database.
- Begin regular reporting on the status of IUPUI's most significant partnerships (in China, Kenya, Mexico).
- Work with IUB to implement the data management system for study abroad. This new system is scheduled for implementation in Spring 2010 and includes opportunities to automate many currently manual functions and will link with SIS.
- Begin tracking scholarships IUPUI students have received in order to study abroad.

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

- Establish good working relationship with new IUPUI Honors College
- Continue to play a leading role in advancing the RISE initiative
- Continue to play a leading role in Enrollment Shaping Initiative
- Continue to collaborate with Multicultural Center and Student Life
- Continue to collaborate with Center on Service & Learning, Center on Teaching & Learning
- Continue to support the International Studies program
- Encourage and support the development of a Center on Global Health

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

- Move toward producing an IUPUI Annual International Report
- Revive the IUPUI International Newsletter
- Explore developing podcasts and other mechanisms to capture workshops and other events
- Enhance use of blogging to maintain records of trips, visits
- Continue to develop the database, focusing on faculty listings

I.1.d. Engage in continuous dialogue with OVPIA on IU's international policies, interests, and concerns.

- Work with OVPIA in finalizing and implementing new Off Shore Policy

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

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

Actions taken for 2008-2009:

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

- Worked closely with the Committee for African and African American Studies and also the African Student Association, the Multicultural Center and Campus and Community Life in hosting Africa-related events on campus.
- Worked closely with the Confucius Institute in Indianapolis which acts as a hub for all China-related activities on campus
- Established new International Council.
- Established redesigned campus-wide Study Abroad Committee to better align with new International Council and have members appointed by the Dean of each school.
- Established new International Enrollment Advisory Committee to align with new International Council.
- Led Community of Practice on PUL 5.

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

- Continued regular consultation on study abroad, international students, and international partnerships.
- Developed active working relationship with the new Multicultural Center.
- Assisted units in submitting study abroad proposals and memoranda of understanding for university-wide review.

I.2.c. Identified, pursued, and/or assisted units in applying for funding and other support to increase the level of international activity at IUPUI.

- Re-submitted proposal for Fulbright Hayes Group Projects Abroad grant to enhance participation in the IUPUI-Moi Partnership across many units (*see* Goal IV: Partnerships).
- Collaborated with Center for Service and Learning in establishing a new grant for the development of international service learning programs (*see* Goal III, Global Learning).
- Continued Kelley Direct funding of ½ International Credentials Analyst position (Goal II, International Students).
- Collaborated with Vice Chancellor for Research on reworking the International Development Fund grant (*see* Goal V, Research).
- Collaborated with Vice Chancellor for Research on establishing visiting international scholar grants (*see* Goal V, Research).
- Assisted faculty in applying for course development funds through the RISE initiative
- Assisted faculty in applying for new International Grants from OVPIA

Evidence of Progress for 2008-2009:

1.2.a. Establish and support campus-wide committees for internationalization.

Membership of International Council, Study Abroad Committee, and International Student Committee established.

- Several Africa-related events sponsored, including talk by Peter Davis on Mandela.
- Confucius Institute conducted classes, day camp, study abroad programs.

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

- Assisted every school at IUPUI on various matters, as well as administrative/support units.

I.2.c. Identify, pursue, and/or assist units in applying for funding and other support that increases the level of international activity at IUPUI.

- Fulbright-Hays Group Projects Abroad grant received for Kenya.
- RISE, OVPIA, International Service Learning, and International Development Fund grants received by IUPUI faculty.

Activities planned for 2009-2010:

1.2.a. Establish and support campus-wide committees for internationalization.

Activate campus committees, including International Council, International Student Advisory Committee, Study Abroad Committee

Continue to lead the Community of Practice on PUL 5

- Continue to work closely with Confucius Institute
- Organize and lead groups working on Partnership: Africa in 2009-2010, and Partnership: Mexico in 2010-11.

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

- Continue regular consultation with units on their internationalization activities
- Continue active collaboration with Multicultural Center and Student Life
- Continue active collaboration with Honors College and the Center for Service & Learning

I.2.c. Identify, pursue, and/or assist units in applying for funding and other support that increases the level of international activity at IUPUI.

- Add new categories to the International Development Fund grants, including one to work with departments or schools in developing international plans
- Prepare application for 2011 for Fulbright Hayes Group Travel grant for China and Southeast Asia

I.3. Ensure OIA staff have state-of-the-art knowledge in their areas of responsibility.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

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

- Continued OIA travel grant program.
- Continued support to local, national, and international meetings with strong development opportunities.

- Continued to provide and support on-campus learning opportunities.
- Study Abroad director was named the Education Abroad Knowledge Community representative for NAFSA: Association for International Educators Region VI.

Evidence of Progress for 2008-2009:

Associate Vice Chancellor:

Publications

Sutton, S. B. and Leslie, S. L. (2009). The Potential of Study Abroad in the Sophomore Year. In John Gardner, Barbara Tobolowsky, and Mary Stuart Hunter, eds., *Helping Sophomores Succeed: Understanding and Improving the Second-Year Experience*. New York: Jossey-Bass: 163-176.

Stroulia, A. and Sutton, S. B. (2009). Archaeological Sites and Local Places: Connecting the Dots. Special Issue of *Public Archaeology* 8:124-140, Yannis Hamilakis and Aris Anagnostopoulos, eds.

Sutton, S. B. (2008). The Ruins of Engagement: Rural Landscapes and Greek-American Immigration. *The New Griffon* 10: 5-12.

Papers at Conferences

Sutton, S. B. (2009). Partnerships for Transformative Internationalization. Special Conference Symposium, NAFSA Annual Conference, Los Angeles. (Speaker, Organizer, Moderator)

Sutton, S. B. (2009). "Study Abroad's Catch 22: The Simon Bill and Travel Warnings" Panel Presentation, Association of International Education Administrator, Atlanta; NAFSA Annual Conference, Los Angeles.

Sutton, S. B. (2009). Strategic Planning & Partnerships for Comprehensive Internationalization: Working with Faculty, Provosts and Deans. Panel Presentation, Best Practices Conference, Institute for International Education, New York.

Sutton, S. B. (2008). Experiencing Dialogue: Transforming Learning through Conversation and Partnership. American Anthropological Association, San Francisco.

Sutton, S. B. (2008). Moving from Transactional to Transformative Partnerships. International and Indigenous Education Forum, Chihuahua, Mexico.

Workshops Given at Conferences

Sutton, S. B. (2009). Strategic Planning for Emerging Landscapes of Internationalization: A Focus on China and India. IIE Workshop at AIEA Annual Conference, Atlanta.

Sutton, S. B. (2008). Crafting Strategic Partnerships. American Council on Education – Internationalization Collaborative, Washington DC.; APLU 2009.

Professional Committee and Leadership Work

Association of International Education Administrators
Executive Board, 2005-2009

NAFSA: Association of International Educators
Chair, International Education Leadership Knowledge Community, (chair stream, 2007-present)

Association of Public and Land-grant Universities (Formerly NASULGC)
International Commission, 2005-present

Indiana Consortium of International Programs
Executive Board, 2004-present

Member, External Assessment Teams for international programs
University of Kentucky (2009), Appalachian State University (2009)

Consultant, campus internationalization
Bryn Mawr College, 2009
Florida International University, 2008

Assistant Dean for International Enrollment & Services

Professional Committee Work

Appointed as 2009 NAFSA Region VI Coach for NAFSA Academy of International Education

Director of Curriculum Internationalization

Publications

Frey, C.J. & **Whitehead, D.M.** (Forthcoming-2009). United States: Citizenship Education Curriculum and the Global Turn. *Journal of Curriculum Studies*, 2.

Khadija, K., Thorington Springer, J., Bigatt, S., Sanchez Gibau, G., **Whitehead, D.M.**, & Grove, K. (Forthcoming-2009). Multicultural Teaching: Barriers and Recommendations.

Conference Presentations

Whitehead, D.M. & Frey, C.J. (2009, March). *International education policies, politics, and global citizenship in Indiana and Ohio*. Paper presented at the Comparative and International Education Society Conference, Charleston, South Carolina.

Whitehead, D. M. & Ortloff, D.H. (2008, March). *Conflicts and Contradictions: Political Motivations and Empirical Realities of an International Education Reform*. Paper presented at the Comparative and International Education Society Conference, New York, New York.

Professional Committee Work

Comparative and International Education Society

Gail Kelly Dissertation Committee

Panel Chair at 2009 Conference

Assistant Director for International Admissions:

- Winter Institute on the Evaluation of Transfer Credit hosted by AACRAO in D.C.
- Completed IUPUI Fundamentals of Supervision Certificate
- NAFSA Region VI 2008 – presenter on International Transfer Credit

Associate Director for International Admissions:

- AACRAO National Conference 2009
- NAFSA National Conference 2009
- NAFSA Region VI 2008

International Credentials Analysts:

- NAFSA Region VI 2008

NAFSA State 2009

Activities planned for 2009-2010:

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

- Associate Vice Chancellor will continue as Chair of the International Education Leadership Knowledge Community of NAFSA and has been invited to serve on the Advisory Board of the American Council on Education's Internationalization Collaborative.
- Give presentations and participate in national and international organizations to highlight and advance IUPUI's internationalization efforts
- Assistant Director for International Admissions was selected and will participate in Baden-Wurttemberg Seminar in Germany

in Germany
- Senior Records Clerk will complete IUPUI Fundamentals of Supervision Certificate
- Study Abroad Director will continue to serve as the Education Abroad Knowledge Community representative for NAFSA: Association for International Educators Region VI.

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

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

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

Actions taken for 2008-2009:

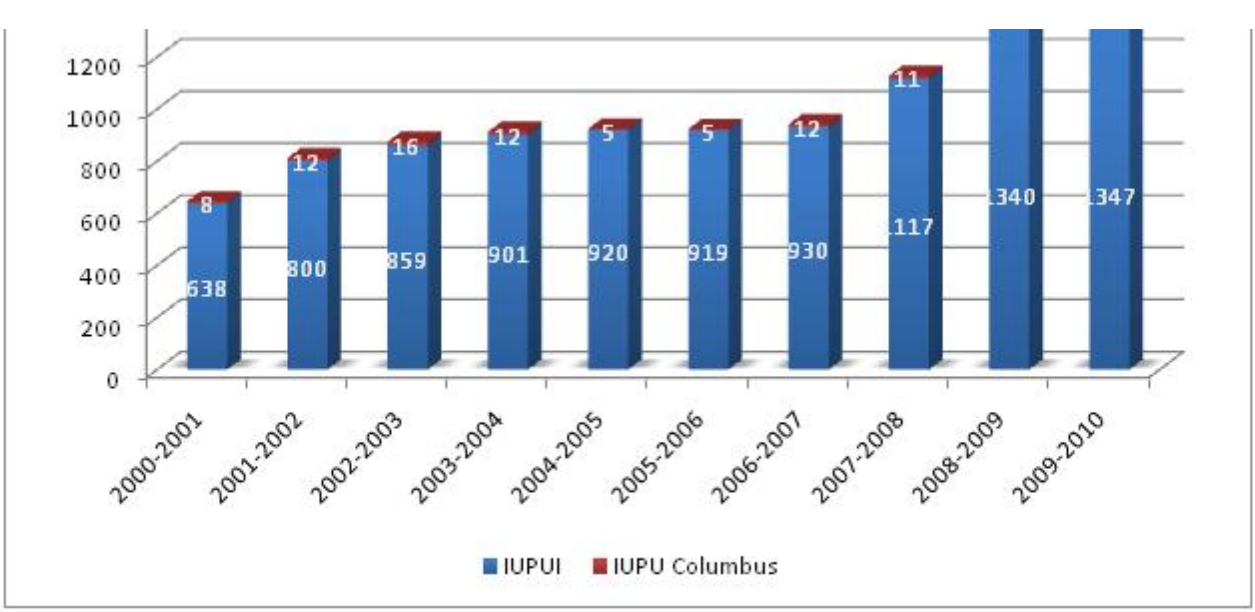
II.1.a. Collaborated effectively with Enrollment Services and other units.

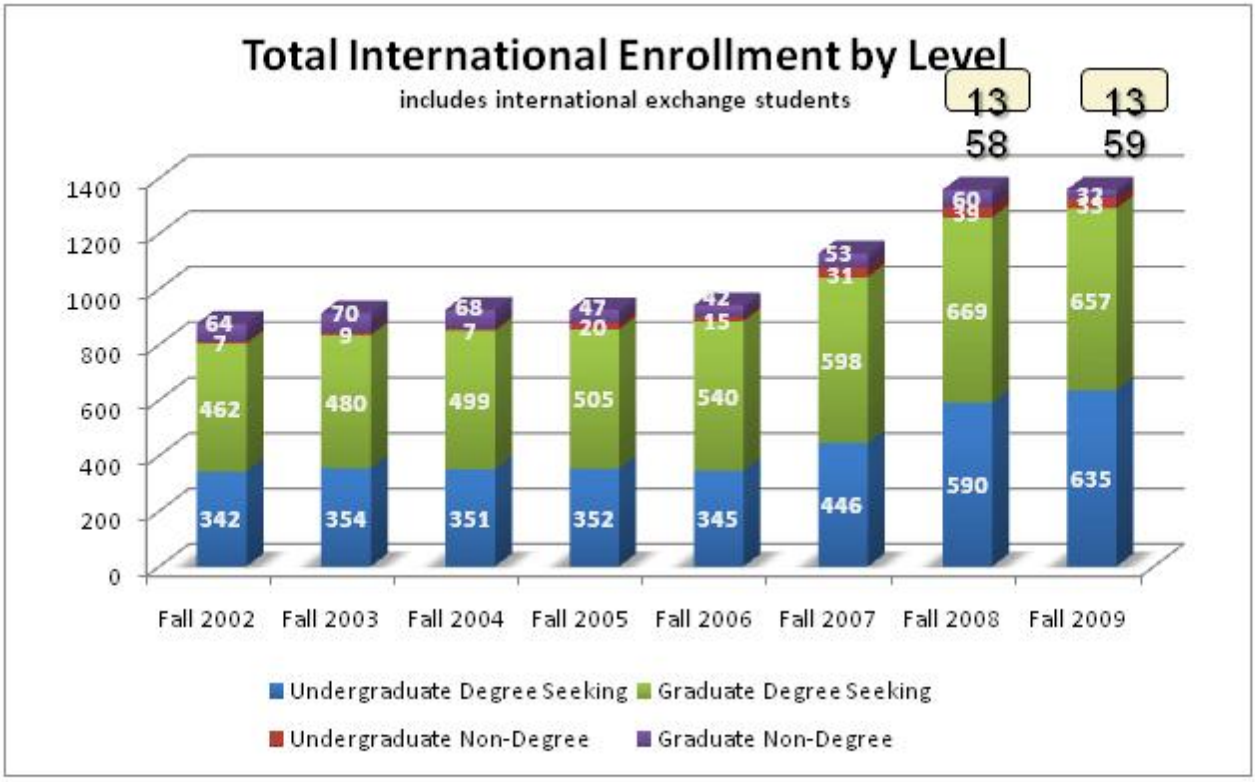
- Serve on IUPUI Enrollment Management Steering Committee and Enrollment Management Council
- Continued monthly meetings with Enrollment Services.
- Established International Enrollment Advisory Committee:
- Attended the Recruitment, Enrollment and Admissions Professional Staff (REAPS) meetings on a regular basis.
- Met with Scholarship Office to coordinate admissions-based scholarships.
- Developed better coordination between the domestic Office of Admissions and OIA for sorting of applications by Application Center. .
- Met with the relevant offices to clarify and document the process of international students who are coming to IUPUI as returning students or inter-campus transfers.
- In conjunction with Admissions Center, delivered workshop for faculty on student recruitment

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

- Assessed effectiveness of strategic plan and revised recruitment strategies
- Established a two-year Assistant Dir for Intl Recruitment position to develop communications infrastructure for IUPUI international recruitment, including tracking of prospective student activity.

Evidence of Progress for 2008-2009:





Activities planned for 2009-2010:

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

- Develop infrastructure for tracking prospects and communications with prospective students at all stages of the admissions and enrollment process
  - o Implementation of system(s) for tagging prospective student records with the recruitment activities that generated the lead, along with development of reports to provide information for effective data analysis;
  - o Development of communication streams for all stages of the inquiry, admission, and enrollment process, including seamless hand-off of communications from one OIA team to another

- Implementation of Talisma (uTalk) by the OIA to facilitate communications
- Throughout all communications, maintain the "personal touch" that is one of IUPUI's strengths

- Focus on activities to maximize yield of admitted students
  - Work across all campus academic and service units to ensure that strong mechanisms are in place to support the welcoming and enrollment of new international students
- Continued involvement of current international students in programs such as the International Peer Mentoring Program and other initiatives to welcome new international admits into the IUPUI community
- Continue development of the IUPUI "brand" internationally
- Continue assessment and analysis of IUPUI and national & international enrollment trends to identify new markets for strategic recruitment
- Continue to develop IUPUI's web-recruiting capacity
- Work with partner institutions abroad to develop collaborative degree programs
- Facilitate 2+2 program development with Sun Yat-Sen University, with at least two program agreements completed by end of first semester
- Leverage competitive and admission-based scholarship programs for strategic recruitment
- Work with campus and ELS to identify appropriate new space and plan for transition

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

- Continue to attend REAPS, Enrollment Services, etc. meetings.

- Develop strong working relationship between undergraduate recruitment staff responsible for communications and OIA recruitment communications coordinator

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

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

Actions taken for 2008-2009:

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

- Recruitment Brochures were produced in Chinese, Arabic, Spanish, and Korean and posted on web site.
- Pursued possibilities for 2 + 2 programs with universities abroad.
- Developed a strong relationship between recruitment and admissions by including admissions staff in direct recruitment activities when resources and workload permit: Assistant Director for Admission participated in recruitment travel to India.
- Developed a more streamlined process for ELS students and their ELS agents to apply for both undergraduate and graduate degree programs and receive a conditional letter of admission.
- Increased recruitment trips to targeted countries
- Promoted IUPUI Scholarships available to nonresident students.
- Maintained active engagement with EducationUSA Offices through Destination Indiana and conference attendance (Central/South Asian EducationUSA Conference, Delhi, India, January 2009)
- Completed study abroad program with Meiji University, Japan, for full fee-paying students to study at IUPUI.

II.2.b. Track and analyze yield of applicants from prospects.

- Implemented use of external organization IDs for high schools.

II.2.c. Maintained continuous communication stream throughout all stages of enrollment process.

- Worked with Enrollment Services the TALISMA CRM: This was postponed until 2009-2010 when the university purchased TALISMA.

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

- Launched http://iapply.iupui.edu website and accompanying e-mail account for managing inquiries, iapply@iupui.edu.

Evidence of Progress for 2008-2009:

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

- International recruitment travel included China (3 trips), India (3 trips), Vietnam, South Korea, the Middle East, and Latin America. Additionally, we increased our web presence via Hobsons online subscription and generated 2000+ contacts.

II.2.b. Healthy yield of well-qualified applicants from prospects.

- The transfer of the Kelley Direct program to IUB in Fall 2009 has resulted in a decline in Indianapolis Kelley School of Business graduate international enrollment, but this population has been replaced by strong growth in enrollment across a number of IUPUI schools.
- Respondents to New IUPUI Student Survey indicated IUPUI Scholarships as a major factor in reason for attendance.

Activities planned for 2009-2010:

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

- Revamp international viewbook to become "International Prospectus"
- Add Chinese, Korean, Arabic, and Spanish- language pages to iapply.iupui.edu
- Add "A World of Opportunity" video to iapply.iupui.edu
- Work with student organizations for recruiting support.
- Explore social networking possibilities for recruitment

II.2.b. Track and analyze yield of well-qualified applicants from prospects.

- Develop more comprehensive method of tracking prospect data through yield status, including increased use of recruitment codes and external organization IDs

II.2.c. Maintain continuous communication stream throughout all stages of enrollment process.

- Work with Enrollment Services to implement the TALISMA CRM.
- Establish infrastructure for tracking recruitment contacts and develop follow-up communication streams & mechanisms for maintaining contact with prospective students in order to encourage applications.
- Develop new print and web communications to encourage enrollment (yield) of admitted students, with particular focus on the strong academic experience IUPUI offers.

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

- New Prospect Web form
- Redesign Prospect e-Card for use on laptop at events
- Work toward moving prospect data management for international students in-house.
- Include international "Jags on the Road" feed on iapply.iupui.edu
- Explore effective use and increasing IUPUI's presence on web directories

☒ II.3. Communicate with and admit well-qualified students in a timely and effective manner

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

Actions taken for 2008-2009:

II.3.a Tracked and analyzed the admission and enrollment yields of applicants admitted who enroll. (New item)

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

- *Communications:* Further automated the generation of undergraduate and graduate admission letter to include the admission letter, the academically eligible or conditional admission letter, the missing document letter and any specialized admission letters.

- *Technology:* Worked with UITS on its study of how IUPUI departments are using OnBase document imaging system by having a UITS staff person interview several of the international admissions staff and allowing them to observe staff at work.

- *Technology:* served as a test site for the WES iGPA Calculator.

- *Technology:* Became more intentional in creating external org ID#s in SIS for international institutions of study for admitted students.

- *F1 Transfer-In Process:* Took initial steps towards designing an IUPUI version of the F1 Transfer-in process in iOffice.

- *Denials/Referrals:* Developed a denial/referral letter for students who may want to attend Ivy Tech Community College or Vincennes University. Also developed an "at a glance" grading scale chart to use at Admissions Review Committee Meetings along with a form for summarizing files to be reviewed.

- *Admitted Students:* Determined that the e-acceptance form was not functional and disabled it.

- *Transfer Credit Processing:* Continued working on strategies to make admissions standards and transfer credit process more transparent and easily understood by various constituents by: identifying common grading scales and conversions to 4.0 system, creating country information templates for target recruitment countries, establish international standards for direct admits versus admission to University College.

- *Resources:* Continued to re-organize reference library by country and region in order to improve consistency in applying standards of admission, calculating grade point averages, processing transfer credit and providing credential evaluation information to departments.

- *Paper Applications:* Streamlined non-degree application process by combining undergraduate non-degree, undergraduate visiting and graduate non-degree application and instructions into one. Also condensed and consolidated the information into fewer pages.

  Online Applications: Collaborated with the domestic Office of Admissions to launch an undergraduate online application for IUPUI that can sort between application centers and serve the beginning first-year student, transfers, returning students, permanent inter-campus transfer students and non-degree students.

- *Communications about Transfer Credit:* Revised transfer credit handouts to better reflect the process for evaluating undistributed credit, distributed credit and requests from departments for credit from institutions not

having full recognition as degree-granting institutions in their home country.

- *Estimated Expenses for F1/J1 Students:* Revised format for Financial Information and Instructions for both graduate and undergraduate students to better reflect the estimated expenses.
- *Admissions Processing (NEW):* Developed customized processing for the following graduate departments:
  - Kelley Direct – transition to Bloomington campus
  - School of Medicine Open Enrollment
  - Computer Science
  - Purdue admits in general
  - LLM Egypt
  - Yeditepe Univ. Engineering Master's degree program
- Trained Columbus campus liaison on processing international applications.
- Developed new format for annual Graduate Admissions Workshop
- Provided Webinars through WES for staff and departments on:
  - Working with University Credentials from China for Graduate Admissions

Working with University Credentials from India for Graduate Admissions

---

Evidence of Progress for 2008-2009:

II.3.a Increase the yield of applicants admitted who enroll.

- Deferrals, admission standards and the fluctuations in special populations can all have an impact on yield. Scholarships, residency rules and recruitment efforts also play a role in yield.

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

- *Communications:* The development and implementation of the automated admissions letter generation system has greatly decreased the processing time and improved consistency in our standard language. Admission staff have been able to increase the overall number of admission decisions from one year ago without any increase in staffing due largely to the efficiency of automation.
- *Technology:* Becoming more intentional in creating external org ID#s in SIS for international institutions attended by admitted students will enrich the data available to tracking feeder schools and recruitment efforts.
- *F1 Transfer-In Process:* Technical problems in iOffice were identified and are being addressed. In the meantime, points of communication in the transfer-in process are being improved
- *Denials/Referrals:* Having a form for the Review Committee to use has been a useful tool in applying admissions standards in a consistent and unbiased way. It also gives us a record of what factors were taken into consideration in the admission decision.
- *Admitted Students:* Discontinued e-acceptance form due to inadequate development – from access to the form, submission of the form, and problems with organizing the data into useful reports.
- *Transfer Credit Processing:* Began the process of creating articulations for transfer credit with Sun Yat-Sen University for multiple 2+2 programs.

- *Resources:* Purchased the Universities Handbook including the online version which has greatly enhanced the ability of a credentials analyst to access institutional information from their own work station. Created a system for organizing the reference library.
- *Paper Applications:* The combined non-degree application has been successful in reducing confusion for applicants and staff.
- *Online Applications:* Undergraduate online application was launched. Still working with developers to problem-solve.
- *Communications about Transfer Credit:* Meetings with department staff from Nursing, Engineering and School of Medicine to explain the transfer credit process for international study has improved relationships and contributed positively to academic advising for students in those departments.
- *Estimated Expenses:* Experienced a dramatic decrease in student and graduate department inquiries about discrepancies between estimated expenses and actual expenses at the time of enrollment.

Activities planned for 2009-2010:

II.3.a Increase the yield of applicants admitted who enroll.

- Develop a more automated system for tracking yield that can track yield from multiple points of status such as prospect to admitted or applied to enrolled. And can track yield by more targeted populations such as admit type, country of citizenship, and program/plan.
- Redesign materials sent to students upon admission to better reflect the image and quality of IUPUI, and which highlight services available to newly arrived students.
- Develop an online tutorial for admitted students which walks them through the visa application process, and which prepares them for study and life in the United States.
- Work with IUPUI student organizations to enhance pre-arrival communications to newly admitted students.
- Standardize pre-arrival communications sent from mentors as part of the International Peer Mentoring Program.

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

- *Communications:* Create customized automated correspondence for specific programs such as MD and LLM Egypt admits.
- *Communications:* Will investigate and compare the functionality of the new CRM system to our current automated letter generation system for creating standardized communications with international applicants and admitted students in order to increase the number of completed applications and increase the yield from applied student to enrolled student.
- *Communications:* Convert the current MDL/CLA admissions correspondence for undergraduate students to the new admissions letter generation system using Access.
- *Technology:* Will experience an upgrade with OnBase in December 2009. Will work with international recruitment staff to explore the functionality of the new CRM and to coordinate a stream of correspondence with prospects, applicants, admitted students and enrolled students.

- *F1 Transfer-In Process:* Will work with iOffice technical problems to enable project to progress. Will move forward with improving the communications at identified points of contact.

- *Denials/Referrals:* Consider converting the summary form for the Review Committee to an electronic format that would be searchable.

- *Admitted students:* Plan to re-evaluate the concept of using an e-acceptance form in conjunction with staff from international recruitment, international advising and welcome services to determine what data would be valuable to collect and then develop a reporting mechanism for that data. Usefulness can range from being able to project enrollment, understand why students choose not to enroll, and follow up on requests for deferment.

  Will also need to re-evaluate the communications with admitted F1 students as the visa document becomes paperless.

- *Transfer Credit Processing:* Develop a process for multiple departments to create transfer credit articulations for the various 2+2 programs being developed with Sun Yat-Sen University (SYSU). Complete the SYSU articulations to the extent possible anticipating an incoming class for Fall 2011.

- *Resources:* Reconvene the Reference Library Committee to continue with the organizational efforts launched last year and coordinate the paper resources with the electronic resources.

- *Paper Applications:* Consider the possibility and ramifications for going paperless with the undergraduate and graduate degree-seeking applications.

- *Online Applications:* Continue working with developers to problem-solve issues with the undergraduate online application.

  Work with Graduate Office and developers to create a new online application for graduate and professional programs to launch by summer 2010.

  Work with Graduate Office and developers to create a template for professional schools to upload application data from paper/system applications into PeopleSoft.

- *Communications about Transfer Credit:* Revise how transfer credit information is presented on our website.

  Create a Power Point presentation on international transfer credit that can be used for recruitment and professional development purposes.

- *Admissions Processing (NEW):* Meet with individual departments when needed in order to coordinate and streamline processing for international students.

  Example: Meet with the Transition to Teaching staff in the School of Education to develop a system and handouts for identifying and processing international applicants to the T2T programs.

  Will also meet with:
  - Biostatistics
  - Nursing
  - Health and Rehabilitation Science

- *Standards: Admissibility (NEW):* Work with the new International Enrollment Management Committee to create transparency and understanding about applying IUPUI admissions and transfer credit standards to international study.
- Identify external and internal exams by country to determine relevance for admissibility and transfer credit

- Identify external and internal exams by country to determine relevance for admissibility and transfer credit.
- Determine what admissibility standards to apply to those systems of primary/secondary education which fall below the 12 years of education expected in the United States.

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

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

Actions taken for 2008-2009:

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

- Adapt iOffice to accommodate IUPUI processes for scholars: This did not occur because the system functionality required for the IUPUI campus has not yet been developed in Bloomington.
- Created iAdvisor email account for student inquiries which is constantly monitored by an International Student Advisor.

II.4.b. Regulations interpreted and communicated to stakeholders in a timely and effective manner.

- Continued compliance with government reporting regulations in SEVIS.
- Continued to closely monitor regulatory activity and ongoing communications.
- Applied for and received IUPUI recertification under SEVP (Student and Exchange Visitor Program).
- Applied for and received IUPUC certification under SEVP.
- Operationalized use of the J-1 Student Intern category.

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

- Established a system for group issuance of official transcripts for students sponsored by Saudi Arabian Cultural Mission (SACM) in conjunction with the Office of the Bursar.
- Facilitated more efficient handling of SACM-sponsored student billing in conjunction with the Office of the Bursar.
- Services Specialist position moved from 50/50 split between student and scholar services became two full-time positions: Student Services Specialist to create additional support for growing student population. Full-time Scholar Services Specialist was hired.
- Reorganized student services website and developed increased content to provide improved resources for students and departments.
- Hired graduate assistant who specializes in the needs of sponsored students and exchange students to enhance program communication and exchange facilitation.
- Enhanced descriptive materials for exchange options for departments: Flow chart has been created for internal use as well as chart to describe the two exchange options: reciprocal and non-reciprocal.
- In conjunction with University and external counsel, developed transition plan for managing migration of immigration sponsorship for School of Medicine department faculty practice group from department-based groups to the Indiana Clinic.

Evidence of Progress for 2008-2009:

II.4.a. Response times for student and scholar requests maintained or enhanced.

- Increased staff with services specialist positions and graduate assistant. This is an increase of 60 hours per week—40 to students, 20 to scholars.
- Created iAdvisor e-mail account, which is constantly monitored by an advisor and response time is typically within one business day.
- Increased use of walk-in hours by students.
- Increased staffing of scholars services adding 50% FTE position.

II.4.b. Regulations interpreted and communicated to stakeholders in a timely and effective manner.

- Hosted presentation on how the permanent resident process works for both departments and scholars.
- Educated students on regulations at orientation and hold regular meetings for students to learn about optional practical training; we send extension reminders to students; website is continually updated.
- Weekly scholar orientation has been further developed including visual presentation, standardization of handouts.
- Welcomed 6 new student interns using new visa category.

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

- Changes in staffing have resulted in improved communications to students, especially those on exchange programs.
- Improved website makes access to information easier for students, and staff are able to send links to students instead of lengthy email explanations.
- Transcript issuance and billing now working more effectively for large Saudi Student population.

Activities planned for 2009-2010:

II.4.a. Response times for student and scholar requests maintained or enhanced.

- Expand use of iOffice eforms to include CPT applications and under-enrollment requests.
- Explore the possibility of an online advising appointment system.
- Continue to expand website content for easy access to information.
- Increase knowledge base of Student Services Specialist to increase number of staff available for basic student inquiries.
- Scholar services: Implement online intake system to more quickly access departmental requests. This will enable departments to check the progress of their cases. Provide updated website and workshops to provide information and assistance to departments using new online system.

II.4.b. Regulations interpreted and communicated to stakeholders in a timely and effective manner.

- Prepare for the introduction of new F and J regulations expected in Fall 2009 and introduction of SEVIS II system in early 2010. Interpret regulations and communicate changes to students and scholars.
- Develop materials for off-site placement of J-1 interns in conjunction with university counsel.
- Will become a provider of visa services for IN Clinics. Will provide them with background information and ongoing instruction in use of our resources to facilitate meeting their visa needs for clinical appointments.

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

- Revise business practices required by new F and J regulations and introduction of SEVIS II system. Effectively disseminate information to students on new policies and procedures via email, website, and information sessions.
- Reorganize website and develop increased content to provide improved resources for scholars and departments.
- Continue to enhance descriptive materials for exchange options for departments.
- Analyze and develop viability of multi-school exchanges. Monitor and evaluate the exchange balance.

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

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

Actions taken for 2008-2009:

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

- Developed improved system for collecting pre-arrival information from students, which will assist us in improving our responses to their needs. This goal is partially achieved and will continue to be a goal throughout the next year.
- Developed a series of email communications on various topics which are sent to students on a routine schedule

- Developed a series of email communications on various topics which are sent to students on a routine schedule following admission. This goal is partially achieved and will continue to be a goal throughout the next year.
- Worked with Orientation Services in University College to improve the online registration process for international students.
- Developed summary Power Point presentation for scholar orientation.

II.5.b. Appropriate Orientation content developed and enhanced.

- Re-organize the transfer credit session from a general presentation to individualized appointment format. This will appear as an accomplished goal on the 2010-11 report.
- Incorporated the Writing Center and the Division of Student Life into orientation.

II.5.c. Integrate Arrival Services into the Student Services section of OIA.

- Altered staff responsibilities to accommodate the change.
- Hired three student arrival assistants for spring arrivals.

II.5.d. Continue to enhance welcome and orientation processes and procedures.

- Moved Orientation to Campus Center, and revised check-in flow according to new location.
- Developed a Services Fair to provide new students easy access to cell-phone companies, banks, apartment complexes, and other service providers.
- Explore orientation models used by schools with larger populations, and implement strategies to accommodate larger groups. We will continue to work on this goal over the next academic year.
- Establish dedicated group of volunteers to support orientation programming. Will continue to work with International Peer Mentors to develop a standing committee to support orientation activities.
- Developed per-student orientation budget, and sought sources of funding.
- Established Welcome desk to greet new students upon arrival and provide essential pre-orientation information. This may be discontinued in its current form as the desk was not well used.

Evidence of Progress for 2008-2009:

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

- 616 Fall admits received 4 e-mails between April and August 2009.
- Collection of pre-arrival information from students now more organized, and information is more thorough.

II.5.b. Appropriate Orientation content developed and enhanced.

- Writing Center and Student Life staff now actively participating in orientation program.

II.5.c. Integrate Arrival Services into the Student Services section of OIA.

- Student Services is now fully responsible for arrival assistance for incoming students.
- Arrival assistants were hired and utilized during the Spring 2009 arrival season.

II.5.d. Continue to enhance welcome and orientation processes and procedures.

- Orientation held in campus center with comprehensive Services Fair with 16 vendors in attendance.
- Scholar orientation more systemized—added visual presentation elements.

Activities planned for 2009-2010:

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

- Continue to rework and improve the OIA website by creating a separate site for services (visa, welcome and orientation, housing, advising)
- Incorporate paperless scanning system into Immigration Check-in flow.
- Continue to develop improved system for collecting pre-arrival information from students, most likely an iStart eform, which will assist us in improving our responses to their needs.
- Developed a series of automated email communications on various topics which are sent to students on a routine schedule following admission using iOffice automated communication functions or upcoming CRM system.

- Incorporate website into routine correspondence directing campus departments and scholars to use our website as a resource.

II.5.b. Appropriate Orientation content developed and enhanced.

- Re-organize the transfer credit session from a general presentation to individualized appointment format. This will appear as an accomplished goal on the 2010-11 report.
- Develop more structured and informative campus tours.
- Increase content of various workshops, primarily the U.S. Educational System workshop.
- Increase number of venders in attendance at Services Fair
- Prepare lists of on-campus resources for scholars including EO Office, Graduate Medical Office, Center for Teaching and Learning.

II.5.c. Continue to enhance welcome and orientation processes and procedures.

- Revamp Welcome Brochure
- Work collaboratively to bridge communication gap between admission and welcome services.
- Develop an interactive housing website to help students to find the most appropriate housing option on a pre-arrival basis
- Use iOffice technology to automate collection of pre-arrival information from students
- Routinize pre-arrival communications to reach admitted students with the most appropriate information at the most appropriate time.
- Work with the International Center of Indianapolis to provide optional settlement services to new students/scholars with families
- Revise Welcome Brochure to include less information which is duplicated online, and more information/photos that will help attract students to IUPUI over other schools. May include complete revamping of admission packets
- Work with student organizations to enhance pre-arrival communications to admitted students.
- Work with student organizations to provide additional arrival assistance to new students.
- Transfer primary responsibility for orientation planning from International Student Advisor to new Orientation Coordinator position.
- Further develop Facebook networking efforts
- Continue to adjust registration process to accommodate increasing student population.
- Develop a workshop for spouses of students and scholars.
- Explore possibility of more online tutorial orientation options for scholar population.

II.6. Provide innovative and effective programming that facilitates campus engagement and integration of international students and scholars.

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

Actions taken for 2008-2009:

II.6.a. Developed and delivered at least 10 high quality programs per semester.

- Expanded Employment Conference to cover new areas related to careers.
- Offered Stress-Management Workshop in cooperation with CAPS.
- Developed new opportunities for international students to develop community, such as the International Student Pitch-In picnic and Ice Skating parties.
- Explored creative ways to fund events for international students. Developed a fundraising committee as part of the International Peer Mentoring Program.
- Develop a council of university faculty/staff who have a special interest in the needs of international students. The council will serve as a way for OIA to disseminate important information regarding international students, and also as an outlet for brainstorming on new ways to support international students campus-wide. – This initiative is still

under way.

- Develop an International Student Advisory Board, in which selected students represent the needs of international students to OIA and other key departments. – This initiative is still under way.
- Revived newsletter written for (and by) international students. Newsletter in publication during Fall 2008 and Spring 2009.
- Held Winter Driving workshop in conjunction with AAA.
- Explore with the Multi-Cultural Center the possibility of developing Nationality Months (a complement to the domestic diversity months, such as Hispanic Heritage Month). – Staff workload does not allow sufficient time for this initiative.
- Worked with Communications Faculty member to develop an organization that will foster friendship and understanding between American and Arab students. Students conducted interviews to determine Arab student needs and to assess the campus climate for these students.
- Conducted annual State and Federal Tax workshops
- Hosted Aetna Student Health insurance representatives to explain insurance policy to students
- Held two Ice Skating parties – Fall 2008 and Spring 2009.
- Increased funding of International Student Grant Program to $50,000

Evidence of Progress for 2008-2009:

II.6.a. Developed and delivered at least 10 high quality programs per semester.

- All workshops and activities listed above were delivered and attended with positive reviews.

Activities planned for 2009-2010:

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

- **Continue the following programs for students::**
  - International Student Employment Conference
    - Improve content, increase attendance
  - Ice Skating Party
    - Increase attendance
  - American Thanksgiving Program
    - Increase use of program
  - Annual International Student Pitch-In picnic
    - Increase Attendance
  - Federal and State Tax Workshops
  - Aetna Insurance Session
    - Work with Insurance Rep for earlier notification
  - Stress-Management Workshop
    - Develop content, increase attendance
  - Winter Driving Workshop (with AAA)
- **Develop the following programs**
  - Fall H-1B and Permanent Residence Workshop
  - Know Your Rights Workshop
  - Customs and Border Inspection – What to Expect
  - Student Employment and U.S. Tax Law

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

- Develop workshop with University College to educate advisors on international student needs and special issues.
- Participate in annual Orientation Kick-Off to prepare academic advisors for the incoming international student population
- Develop a workshop for faculty discussing academic ethics across cultures
- Develop website to include increased content for IUPUI faculty and staff
- Participate in Annual Graduate Admissions workshop

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

- Work with campus Schools to increase funding for students in need as part of the International Student Grant Program
- Revise selection procedures for International Student Grant Program to give greater priority to undergraduate students
- Implement new scoring system of ISGP applicants to more efficiently handle increased number of applicants.

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

- Implement Mentor Committee to increase mentor involvement in international student support issues generally.
- Create "modules" of various knowledge areas that mentors will cover with each of their mentees throughout their first year.
- Increase mentor award to $100/semester to encourage involvement and ownership of responsibilities.
- Create Mentor manuals to standardize training and provide an ongoing resource which can be developed/modified as needed.
- Explore avenues for funding the IPMP to transform it into a comprehensive scholarship-based program in which mentors earn academic credit
- Improve feedback mechanism for mentees to provide input about the program

II.7. Maintain and advance International House as a model living-learning community.

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

Actions taken for 2008-2009:

II.7.a. Developed and delivered at least 10 high quality programs per semester.

- Held Winter Driving workshop in conjunction with AAA.
- Conducted annual State and Federal Tax workshops
- Provided Health insurance support for scholars as needed
- Held workshops on the Permanent Resident process for departments and scholars.

Evidence of Progress for 2008-2009:

All workshops and activities listed above were delivered and attended with positive reviews.

Activities planned for 2009-2010:

II.7.a. Develop and deliver workshops and activities to enhance the international scholar experience at IUPUI, and foster integration into the campus and local community.

- Wherever relevant, include international scholars in integrative programs and activities offered for international students

II.7.b Hold training and create materials for IUPUI faculty and staff which develops their knowledge of international scholar requirements, including the following topics:

- Hiring foreign employees
- Completing the I-9 Employment Verification Process for foreign employees
- Options for obtaining Permanent Residence
- Compensating short-term visitors

☒ II.8. Collaborate with the Multicultural Center, the Special Assistant Chancellor for Diversity, Equity, and Inclusion, and similar units to support campus diversity goals and initiatives.

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

Actions taken for 2008-2009:

II.8.a. Maximum occupancy with diverse mix of students achieved.

- Move interview/acceptance procedure two months ahead to ensure availability of housing for international students.
- Maximized availability for students on key exchange programs.

II.8.b. Relevant and well-attended programming involving I-House occupants delivered.

- Continue weekly Culture Hours.
- Involve faculty in I-House programming.

Evidence of Progress for 2008-2009:

II.8.a. Maximum occupancy with diverse mix of students achieved.

Countries Represented

Bahamas
Bolivia
Canada
China
Colombia
Congo
France
India
Iran
Ireland
Japan
Jordan

Peru
Singapore
South Korea
Taiwan
Turkey
U.S.A.

Total Countries Represented *18*

Schools Represented

Business
Informatics
Dentistry
Engineering & Technology
Journalism
Law
Liberal Arts
Physical Education & Tourism Management
Nursing
Medicine
Science
SPEA

Total Schools Represented *12*

Demographics

Undergraduate	26	58%
Graduate/Professional	16	36%
Researchers	3	7%
Total	45	100%
Male	20	44%
Female	25	56%
Total	45	100%
International	33	73%
Domestic	12	27%
Total	45	100%

II.8.b. Relevant and well-attended programming involving I-House occupants delivered.

- Weekly International Culture Hour attendance averages 60-70 per week.

Activities planned for 2009-2010:

II.8.a. Maximum occupancy with diverse mix of students achieved.

- Continue to monitor this.

II.8.b. Relevant and well-attended programming involving I-House occupants delivered.

- International House 2010 20th Reunion, using this as a springboard for increased alumni relations

II.9. Collaborate with the Multicultural Center, the Special Assistant Chancellor for Diversity, Equity, and Inclusion, and similar units to support campus diversity goals and initiatives.

Campus Planning Theme: Campus Climate for Diversity, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

II.9.a. Engaged in regular communication in areas of significance.

- Establish regular meetings with director of Multicultural Center and director of Student Life and Global Engagement.
- Attended regular meetings with the African Student Association, CAAAS, Confucius Institute in Indianapolis.

II.9.b. Collaborated on joint activities.

- Representatives from Adaptive Educational Services will explore possibilities for students with disabilities at IUPUI's strategic partner Autonomous University of the State of Hidalgo (UAEH).
- Organized a workshop for study abroad faculty directors on including students with disabilities in study abroad.
- Began working with AES to develop checklists for program directors to use when developing a study abroad for 1) evaluating a site/program 2) identifying the skills necessary for participation in a particular study abroad program.
- Implemented a new system to communicate with AES when students are accepted into a study abroad program so students with disabilities can be identified and appropriate assistance made available to students.
- Meet with new Special Assistant to the Chancellor for Diversity, Equity, and Inclusion to explore how we can work to include more students from diverse backgrounds in study abroad programs.
- Work with the Multicultural Center to organize at least 2 common programs.
- Established a 'Voices at Risk Visions of Hope' Speaker Series in collaboration with NYU Speakers at Risk Program, the IU Law Human Rights Works NGO, and other groups on campus.
- Director of Curriculum Internationalization will continue as an active member of the Multicultural Teaching Community of Practice.

Evidence of Progress for 2008-2009:

II.9.a. Engaged in regular communication in areas of significance.

- Monthly meetings and coordinated planning with director of Multicultural Center and director of Student Life and Global Engagement

II.9.b. Collaborated on joint activities.

- Coordinated planning for the IUPUI campus International Festival
- Coordinated planning for activities for affinity groups
- Shared findings from Multicultural Teaching CoP Study on Multicultural Teaching at IUPUI with Assistant Chancellor for Diversity, Equity, and Inclusion

---

Activities planned for 2009-2010:

II.9.a. Engage in regular communication in areas of significance.

- Continue regular meetings.

II.9.b. Collaborate on joint activities.

- Collaborate on Partnership: Africa planning.

Goal III: IUPUI students are fully engaged in global learning, with particular emphasis on their abilities to analyze, interact with, and contribute to the wider world.

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

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

Actions taken for 2008-2009:

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

- Continued to support the development of RISE.
- Revised the International Learning Guidelines and provide examples of promising practices in IUPUI classes.
- Led IUPUI Team to AAC&U Global Learning Symposium.
- Continue developing Plater Scholars program.
- Co-sponsored major IU workshop on Global Learning Fall, 2008.
- Continued to lead the Community of Practice for PUL 5.
- Continued to support internationalization of TLCs and First-Year Seminars.

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

- Explored establishing small grants for departmental internationalization.
- Worked with at least one department on integrating study abroad into requirements for major.
- Applied for Fulbright-Hays Group Projects Abroad funding to increase faculty ability to teach on Kenya.
- Uploaded new resources on implementing elements of global learning to the OIA website (http://international.iupui.edu).

Evidence of Progress for 2008-2009:

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

- Worked with AAC&U Global Learning Symposium team to work on implementation of Global Learning
- Presentations at Gateway to Graduation Annual Retreat and the Themed Learning Communities Annual Retreat
- Served on campus RISE committees

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

- Worked with the School of Education in their developing of a "student teaching in China" study abroad program.
- Worked with faculty from the School of Nursing on their international plan
- Director of Curriculum Internationalization served on the School of Engineering & Technology Internationalization committee
- Facilitated TLC videoconference sessions with the Autonomous University of the State of Hidalgo

- Facilitated TLC videoconference sessions with the Autonomous University of the State of Hidalgo
- Worked with faculty participants in the Fulbright-Hays Group Projects Abroad program to develop curriculum related to Kenya

---

Activities planned for 2009-2010:

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

- Continue to provide support for Course and Curriculum Internationalization
- International Learning workshop (fall and spring)
- Create Teaching Tips by topics on OIA Website
- Create Teaching Tips for Kenya using Fulbright Hays Group Projects Abroad materials
- Explore using New York Times Seminars
- Collaborate with Honors College on international initiatives
- Faculty Survey on international learning/international initiatives

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

- Raise the profile on campus of the Global Crossroads
- Identify faculty to co-teach I300
- Work with the School of Education in developing their overseas options for students
- Work with the School of Nursing on their efforts
- Work with strategic partners for videoconference lectures

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

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

Actions taken for 2008-2009:

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

- Provide increased assistance to program directors to minimize the time spent in administering the programs so they can focus on the academic components. New areas for 08-09 included an on-line application system with rolling application processing and detailed application process information readily available to students.
- Worked with Registrar, Bursar, and faculty directors to develop a system whereby program fees can be charged through the Bursar rather than collected by individual departments.
- Worked with the IOffice development team to develop a data management system which will allow program directors to track the status of participant applications.
- Continued to develop emergency planning for study abroad programs at IUPUI including pandemic flu preparedness, the distribution of customized emergency information cards for participants on IUPUI study abroad programs and a faculty workshop on safety and security issues for study abroad.
- Worked with program directors to develop additional 17 new study abroad programs.

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

- Assisted TCEM in implementing their new scholarship program.
- Solicit donations for the IUPUI Graduate International Experience Scholarship. A "Give Now" button will be

- Solicit donations for the IUPUI Graduate International Experience Scholarship. A "Give Now" button will be added to the Study Abroad website.
- Support the university-wide campaign to develop an endowment for study abroad throughout Indiana University.

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

- Offered five study abroad workshops for faculty directors on Best Practices, Adaptive Educational Services in Overseas Programs, Facebook, Culture, and Safety and Security Issues Abroad.
- Meet with the School of Education and the Department of Tourism and Events Management to brainstorm with them on ways to integrate study abroad into their curriculum.
- Participated in the 2008 Plater Institute on Experiential Learning which focused on global learning and study abroad.

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

- Held 3 study abroad fairs, 34 information tables, and 44 classroom presentations.
- Participated in campus events to promote study abroad Step onto Campus; Mentor Symposium; Fall and Spring Campus; and the Mentor Celebration
- Held photo exhibit highlighting photos taken by IUPUI students abroad.
- Launched new study abroad website.
- Worked with IUPUI's Media Relations to have three study abroad students highlighted in the Summer Impact projects – using blogs and video to follow them through their experiences abroad. http://www.iupui.edu/summerimpact/
- Held video contest for IUPUI study abroad students. The videos will be used for promoting study abroad on campus.
- Maintain updated information and enhance the Study Abroad Facebook presence.
- Increased the utilization of IUPUI news outlets such as JagTV, JagNews, etc.

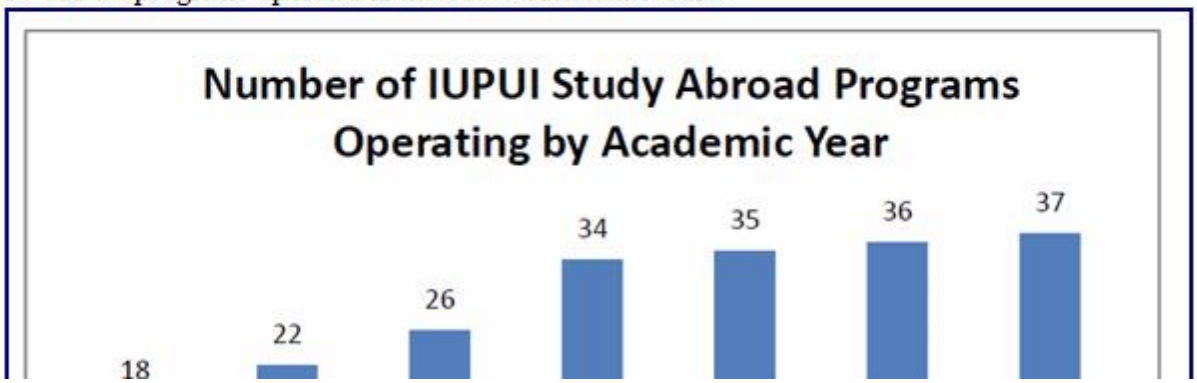
III.2.e. Develop and enhance policies and planning for advancing study abroad.

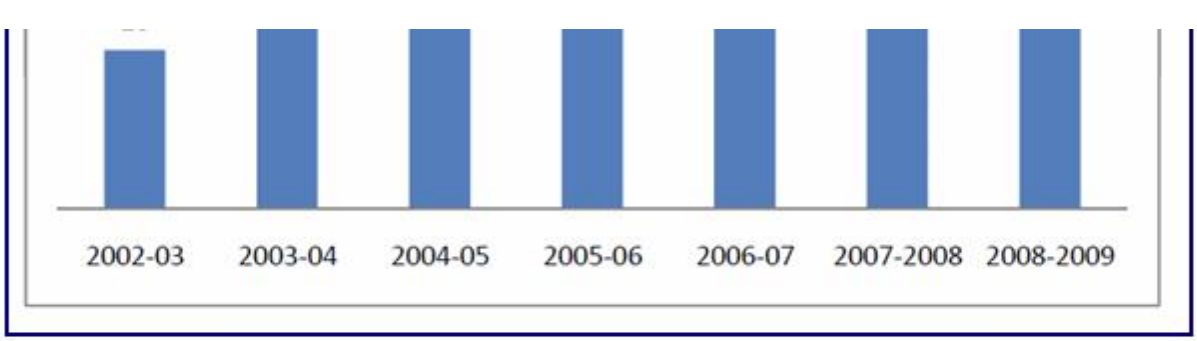
- Implemented new fee to support the Study Abroad Office in Spring 2009.
- Developed a more comprehensive IUPUI Campus Study Abroad Committee to support study abroad at IUPUI and to develop study abroad policies for IUPUI. The new committee is a subcommittee of the new International Council.
- Continue to play a major role in the RISE initiative.

Evidence of Progress for 2008-2009:

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

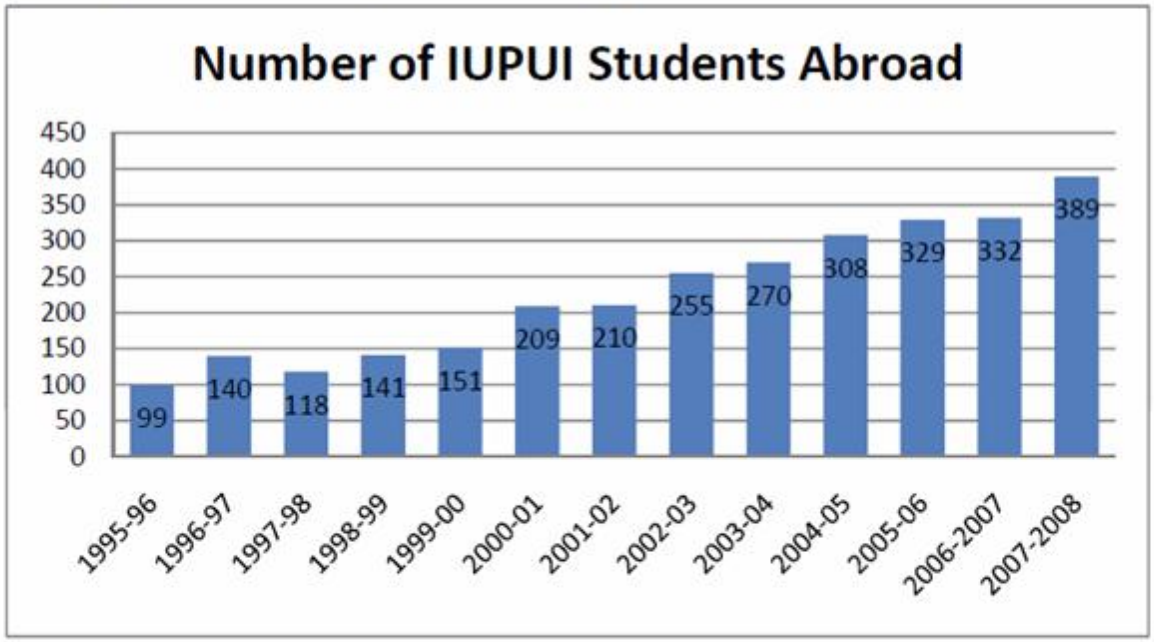
- Worked with program directors to develop additional 17 new study abroad programs.
- 37 IUPUI programs operated in the 08-09 Academic Year.





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

- Over $100,000 in scholarship money was awarded to IUPUI students for participating their study abroad programs. This includes money from IU, IUPUI, and external sources.



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

- Offered five study abroad workshops for faculty directors on Best Practices, Adaptive Educational Services in Overseas Programs, Facebook, Culture, and Safety and Security Issues Abroad.

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

- Held 3 study abroad fairs (attended by over 450 students), 34 information tables (visited by over 465 students), and 44 classroom presentations (reaching over 1030 students).
- Approximately 340 IUPUI students participated in study abroad programs. (This number is calculated using the national reporting definition of study abroad i.e. IUPUI degree seeking undergraduate and graduate students who are US citizens or US Permanent Residents who earned credit outside of the United States or its territories.)
- Participated in campus events to promote study abroad Step onto Campus (attended by 1375 individuals); Mentor Symposium (attended by 36); Fall and Spring Campus (attended by over 1300 individuals); and the Mentor Celebration (attended by 136).

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

- Work with the Study Abroad Advisory Committee to develop policies as appropriate for study abroad at IUPUI.

Activities planned for 2009-2010:

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

- Work with faculty on the development of at least 10 new programs approved through OSAC
- Launch Phase 1 of the new data management system – IAbroad.
- Continue to look for ways to provide increased assistance to program directors to minimize the time spent in administering the programs so they can focus on the academic components.
- Work with Registrar, Bursar, and faculty directors to implement the system whereby program fees can be charged through the Bursar rather than collected by individual departments.
- Continued to develop emergency planning for study abroad programs at IUPUI including pandemic flu preparedness, the distribution of customized emergency information cards for participants on IUPUI study abroad programs and faculty workshops on safety and security issues for study abroad.

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

- Support the university-wide campaign to develop an endowment for study abroad throughout Indiana University.
- Work with schools, departments and enrollment center to develop scholarships or stipends for study abroad.
- Encourage IUPUI students to apply for national scholarships such as the Gilman, Boren, and Fulbright Scholarships.

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

- Hold at least 3 faculty development workshops

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

- Work with IUPUC to increase study abroad participation
- Return to pre-recession study abroad participation numbers = 390
- Increase campus outreach by holding class presentations, information tables, study abroad fairs and participating in campus events

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

- Implement data management system that integrates information from SIS and incorporates the inquiry, application, post-acceptance and post-program processes.
- Develop policy manual for study abroad.

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

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

Campus Planning Theme: Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

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

- Organized 7 delegations to Kenya, Mexico, China.
- Continue to support the Confucius Institute in Indianapolis, the Mexico Interest Group, and the IUPUI-Moi University Steering group as the hub for all China, Mexico, and Kenya related activities initiating on our campus.
- Co-produced International Symposium "Towards Kenyan National Dialogue, Healing, and Reconciliation: Reform Issues in a Modern African State" from May 13-15, 2009 with Moi University, Eldoret, Kenya.
- Collaborated on and held Fall Symposium on Mexican immigration to the U.S.
- Worked with various IUPUI schools in developing curricular collaborations with Sun Yat-sen University.
- Explored possibility of collaboratively applying for TIES grant from US AID with Universidad Autónoma del Estado de Hidalgo, but CFP did not overlap with expertise at IUPUI.

- Nominated IUPUI for Andrew Heiskell Award for Excellence in International Partnerships.

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

- Worked with concepts and proposals as they come in from units, assisting them in moving through the IU review process.
- Continued to develop effective procedures for faculty and student exchange.
- Supported Engineering & Technology in moving forward with 2 + 2 Program with the University of Tehran. Hosted delegation from UT and held videoconference meeting with UT leadership.

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

- Received approval to hire Logistics Coordinator to organize effective itineraries for visitors to IUPUI and improve coordination of gifts for visitors.

Evidence of Progress for 2008-2009:

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

- IUPUI received national acclaim with the Heiskell Award for innovation in international education for its work in developing strategic international partnerships in Mexico, China and Kenya.

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

- Agreements of friendship and cooperation in Egypt, Germany, and China were approved and signed.
- Supported collaboration between the Schools of Social Work, Liberal Arts, Engineering and Technology, and Education with the Autonomous University of the State of Hidalgo (UAEH).
- Reconciliation conference at Moi drew an audience of hundreds, national speakers, and many community groups.

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

- Welcomed visitors from Japan, Korea, Kenya, Germany, Thailand, China, Turkey, Senegal, and Mexico.

Activities planned for 2009-2010:

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

- Sign a system-wide Agreement of Friendship and Cooperation and also an IUPUI strategic partnership alliance document with SYSU.
- Convene a campus planning committee to organize the 2010 Reconciliation conference in partnership with colleagues at Moi University, in Eldoret, Kenya.
- Organize and carry out Partnership: Africa.
- Begin planning for Partnership Mexico – a year long program of Mexico-related activities on campus in 2010-2011.
- Expand Confucius Institute activities to all of central Indiana, including the establishment of three Confucius Classrooms
- Continue to develop and support partnership with University of Tehran by pursuing a possible 2 + 3 + 1 program.

- Initiate India partnership explorations
- Continue to explore ways to use our numerous Turkish partnerships
- Update survey on IUPUI activities in Mexico, update website to include faculty profiles and collaborative activities
- Assist in the consolidation of the Spanish Resource Center at IUPUI

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

- New agreements to be signed and/or renewed in the UK, Israel, and China.

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

- Hire Logistics Coordinator
- Continue to develop procedures for greeting international visitors

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

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

Actions taken for 2008-2009:

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

- The Themed Learning Community for the School of Nursing connected with a class of nursing students from the Universidad Autonoma del Estado de Hidalgo (UAEH) for an interactive videoconference session in the Global Crossroads Classroom.
- Increased number of videoconference sessions between IUPUI classes and UAEH classes.
- Offered one section of Global Dialogues.
- Initiated speaker series using videoconferencing with Scholars at Risk.
- Increased use of Global Crossroads by other units.

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

- Activated joint research committee between IUPUI and University of Tehran using videoconference.
- Used Global Crossroads for collaborative research discussions with UAEH.

Evidence of Progress for 2008-2009:

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

- Videoconference sessions in the Global Crossroads were held for:
  - Voices at Risk with scholars from Pakistan, Belarus, Zimbabwe, Sri Lanka, and Georgia
  - Partnership development with UAEH in Mexico and University of Tehran
  - Individual class sessions for faculty in Education, International Studies, Communication Studies, Nursing, and African American and African Diaspora Studies
  - Reconciliation course, including a first-ever videoconference with a survivor from Hiroshima, which was

covered by all major Japanese networks http://international.iupui.edu/news.html

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

- Videoconference with University of Tehran identified key areas for collaboration.

Activities planned for 2009-2010:

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

- Deliver a 'Truth and Reconciliation in Global Perspectives' course in collaboration with universities in Israel, Northern Ireland, and South Africa.
- Deliver an International Studies course in the Global Crossroads
- Continue to offer Scholars at Risk series

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

- Continue joint research committee with the University of Tehran.
- Offer small grants for innovative use of IT in international teaching and research.

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

Campus Planning Theme: Research, Scholarship and Creative Activity, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

IV.3.a. Advanced partnerships with institutions in Southeast Asia.
IV.3.b. Supported faculty with an interest in Southeast Asia.
IV.3.c. Supported teaching and public programming about Southeast Asia.

Evidence of Progress for 2008-2009:

IV.3.a. Advanced partnerships with institutions in Southeast Asia.
IV.3.b. Supported faculty with an interest in Southeast Asia.
IV.3.c. Supported teaching and public programming about Southeast Asia.

Activities planned for 2009-2010:

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

- Maintain communication with ANU-IU Pan-Asian Institute
- Pursue promising linkages with (but not limited to) INTI University College, and Vietnam National University, perhaps also with Chulalongkorn, Thammasat and the University of Indonesia
- Maintain linkages between IUPUI and UGM, NIDA, and Trisakti through new projects, faculty and student

exchanges, new study abroad programs

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

- Increase efforts to encourage international engagement of IUPUI faculty
- Promote engagement through SEA related avenues including ADB, USAID, DOS
- Produce faculty colloquia/panels with notable speakers—especially including Fulbright traveling speakers from SEA (joint with Indonesian Consulate in Chicago); notables such as Sidney Jones (joint with India Studies Program, IUB), Mohammed Yunus

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

- Enlarge the academic activity of CSEA—primarily at IUPUI, but also at IUB
- Offer Southeast Asian Political systems (Y336) on both campuses on a regular basis
- Develop additional courses
- Advise/mentor IS students

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

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

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

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

- Continued to advise faculty seeking Fulbright grants.
- Re-submitted Fulbright-Hays Group Projects Abroad grant to support faculty and student experience at Moi University.
- Worked with schools to support their projects in Kenya, China, and Mexico.
- Collaborated with the VC for Research to rework the International Development Fund grant program.
- Collaborate with the VC for Research on establishing visiting international scholar grants.

Evidence of Progress for 2008-2009:

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

- Promote Fulbright programs through information sessions (joint with office of VP for Research, IUPUI)
- Publicize internal grant opportunities and assist faculty in developing their ideas
- Add new categories to the International Development Fund grants, including one to work with departments or schools in developing international plans
- Prepare application for 2011 for Fulbright Hayes Group Travel grant for China and Southeast Asia

---

Activities planned for 2009-2010:

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

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

- Fulbright-Hays Group Projects Abroad grant was received, enabling 12 IUPUI and IPS faculty to spend a month in Kenya, connecting with their counterparts.
- Multiple new research initiatives in Kenya, China, and Mexico (e.g., advancing civil society in China, family caregivers for AIDS victims in Kenya).
- Several new categories developed for International Development Fund grants.
- IUPUI faculty received new Fulbright awards.

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

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

Campus Planning Theme: Teaching and Learning, Civic Engagement
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

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

- Initiated Scholars at Risk lecture series using videoconferencing.
- Continued to hold weekly Culture Hours each Friday.
- Initiated planning for year-long Partnership: Africa series.
- Co-sponsored the Peter Davis lecture and film screening of *Mandiba and Me* in October 2008.
- Go Abroad student organization held a documentary series and a Welcome Back reception for people to meet with returned study abroad students in Fall of 2008.

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

- Held 5th annual IIUPUI international Festival.
- Initiated regular meetings with new directors of Student Learning and Global Engagement and the Multicultural Center.

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

- International Club, African Student Association, Saudi Student Club, Volunteers for a Global Campus all have advisors in OIA.

Evidence of Progress for 2008-2009:

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

- In total, offered over 30 events, with combined attendance of over 2,500.

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

- Monthly planning meetings were held.

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

- OIA staff were advisors to 4 student organizations.

Activities planned for 2009-2010:

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

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

- Continue to offer 'Voices at Risk, Visions of Hope' Speaker series
- Continue to hold weekly Culture Hours
- Collaborate on Common Theme activities
- Explore Distinguished International Scholars lecture series

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

- Develop and execute Partnership: Africa
- Plan Partnership: Mexico
- Sponsor and produce IUPUI International Festival

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

- Work closely with ASA in developing Partnership Africa programming

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

Campus Planning Theme: Research, Scholarship and Creative Activity, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

VI.2. Consulted and collaborated with local organizations.

- Fall Forum on the Social Consequences of Immigration, which involved a variety of community partners.
- Associate Vice Chancellor continued on the Mayor's Latino Advisory Council and the Advisory Board of the International Center of Indianapolis.
- Worked closely with International Center on the International Citizen of the Year banquet.
- IUPUI became an official sponsoring organization of the International Center of Indianapolis in its legal reorganization.
- IUPUI became a community sponsor of the Nationalities Council's International Festival.
- Continued to work with Rotary and others involved with Eldoret.
- Continued to expand the community outreach of the Confucius Institute, including the establishment of a summer day camp.
- Director of Study Abroad served on the Indiana Department of Education (IN DOE) International Exchange Committee to assist in the internationalization of education throughout Indiana.
- Mexico Interest Group collaborated with La Plaza and Mayor's office on "Latino Youth at Promise" conference.

Evidence of Progress for 2008-2009:

VI.2. Consulted and collaborated with local organizations.

- Worked closely with the most prominent organizations and agencies connected to international learning and outreach in Indianapolis.
- International Citizen of the Year banquet was attended by over 600
- International Festival of Indianapolis was attended by over 15,000
- The two Latino conferences had a combined attendance of 200.
- 4 IPS teachers participated in the Fulbright-Hays Group Projects Abroad travel to Kenya.

Activities planned for 2009-2010:

VI.2. Consult and collaborate with local organizations.

- Continue collaboration with the International Center of Indianapolis
- Continue collaboration with the Nationalities Council
- Continue collaboration with Rotary Club
- Continue engagement with Latino initiatives in the city
- Continue international outreach with CFI and other IPS and local schools
- Organize and oversee IUPUI's participation in the Indianapolis International Festival
- Continue to serve on the Indiana Department of Education (IN DOE) International Exchange Committee.

Fiscal Health

Reallocation Plan

Other Question(s)

1) How are you dealing with the projected base budget reductions for 2009-10 and 2010-11? For instance, how will the projected base reductions affect your ability to deliver your current level of services to students, faculty, and staff? Will some planned initiatives have to be delayed or terminated?

IUPUI Office of International Affairs
Annual Planning and Budgeting Report 2009-2010

Additional question: *How are you dealing with the projected base budget reductions for 2009-10 and 2010-11? For instance, how will the projected base reductions affect your ability to deliver your current level of services to students, faculty, and staff? Will some planned initiatives have to be delayed or terminated?*

The OIA is responding to the budget reductions with a multi-pronged strategy, as follows.

1) Substantial cuts in travel expenditures.

Travel is essential to the work of the OIA (to recruit students; cultivate and advance international partnerships; organize and oversee study abroad programs; position IUPUI within the national and global arena of internationalization; and maintain the cutting-edge knowledge of visa regulations, admissions practices, and the global trends in higher education necessary for guiding IUPUI's international activities).

The OIA nevertheless began making significant cuts in its travel expenditures **prior to** the university reductions mandated in August 2009. More specifically, the OIA is looking at a $40,000 reduction in travel expenditures by:

- Cutting in half the number of staff attending professional conferences
- Restricting in-state mileage reimbursements
- Cutting the standard per diem reimbursements for international travel by 25%.

2) Reassigning OIA income to cover cuts in essential staff positions.

For some time now, 40% of the OIA base budget has come from income generated by application and visa services fees, as well as per capita rent payment for students studying English at the ELS Language Center on the IUPUI campus. In some years this income enabled us to just squeak by; in others it provided funding for new endeavors, such as new staff to match growing student numbers, and support for faculty and school international initiatives. This income is folded into the base budget projections of the OIA.

In 2009-10, the OIA received enough such income to cover the loss of 50% of the funding of two important staff positions (a cut of approximately $60,000 in total). This has, however, necessitated reducing the use of this income for other activities including both basic office operations and new initiatives. The two positions thus salvaged were a) an international processing position that had been refilled just before the new policy on vacant positions was announced but which nevertheless fell under the 50% cut policy; and the loss of 50% funding for another admissions processing position that had been provided by the Kelley Direct program prior to the administrative move of Kelley Direct to IUB.

The OIA has now reached the point, however, where there is no more play in its base income, especially since there has been a nation-wide decline in enrollments in intensive English learning centers such as ELS due to the global recession. (The number of international students pursuing degrees in the U.S. has remained healthy, but the number simply pursuing English language acquisition has declined.)

3) Substantial cuts to the operating budget of the Center on Southeast Asia.

Over the next two years, we are contemplating reducing the $30,000 budget of the CSEA by as much as $20,000. Some of this will be compensated for by starting to spend the earnings on the CSEA's foundation account (which heretofore has always been plowed back into the account in the hopes of building up enough for a faculty position). Even with use of this account, there will nevertheless be a reduction in the CSEA's ability to support new school and faculty initiatives.

4) Substantial cuts to the OIA's Special Fund for Supporting New International Development Initiatives (IDEV).

The OIA is contemplating a reassignment of these monies to basic operating expenses, thereby reducing the OIA's ability to support new School and faculty initiatives. The $25,000 fund may be cut by as much as $15,000.

5) Cuts in hours the OIA Front Desk is open for walk-in student/scholar queries.

We are contemplating reducing the Front Desk hours from 40 to 30 per week, thereby reducing hourly staff costs by $10,000 annually. The OIA Front Desk receives as many as 100 walk-in and 100 email queries per day (with considerable paperwork connected to these queries), so this would intensify what is already considered one of the heaviest work-study jobs on campus.

6) Suspension of International Travel Award program for OIA staff.

Three years ago the OIA initiated a travel award program for members of its staff who do not normally travel abroad for their work. We held an annual competition in which staff proposed projects that would advance the work of the office while simultaneously enhancing their international expertise. We have given 1-2 $3000 awards each year. This program will be suspended indefinitely.

7) Salary cuts or non-replacement upon retirement of Senior Staff.

Three senior OIA staff are expected to retire within the next two years. At least one of these positions will not be refilled, and there may well be salary reductions for the new occupants of the other position(s). This will result in anywhere between $60,000-150,000 in base reductions.

8) Even greater use of IT to replace travel.

The OIA will step up its initiatives in using IT for partnership negotiations and advancement, for professional development opportunities, and for collaborative, interactive international teaching.

9) Continued automation of admissions and visa processing activities.

10) Continued outsourcing of time-consuming credentials analysis cases to private consultant, rather than spend costly staff time on them.

11) Support growth of study abroad through new fees.

It is standard operating procedure across the U.S. to fund the growth and management of study abroad growth at least partially through fees. IUPUI had no such fees until 2008-09, when a Study Abroad Program Fee of $75 per student was instituted. Our first substantial income from this fee is expected during summer 2010 (perhaps $20,000). This will be used to cover some of the costs of managing, developing, and recruiting students for IUPUI's growing number of study abroad programs.

The OIA (and the faculty Study Abroad Committee) would prefer a different sort of study abroad fee, however, and will continue to advocate for this alternate form. This alternate form (a $5-$10 international learning fee for all students each semester) is increasingly being adopted across the U.S. If IUPUI were to adopt such a fee, the funds would be channeled into stipends for faculty to develop new programs, significant increases in study abroad scholarships, and – for the first time – an emergency fund to handle the crises that sometimes arise in study abroad programs.

12) Raising visa services fees to level of IU-Bloomington (a 30% increase).

13) Continued application for external grants for student/faculty mobility and curriculum development.

The OIA will continue to support faculty in applying for external funding for their international work (e.g., the Fulbright program) while applying for campus-wide grants itself. This last year, we were awarded a Fulbright-Hayes Group Travel Award that enabled us to support 12 IUPUI faculty and IPS teachers in spending a month in intensive seminars and experiential learning with our strategic partner, Moi University in Eldoret, Kenya.

14) More aggressive campaign for international initiatives through the IU Foundation.

15) Collaboration with other units and community organizations to cost-share in advancing internationalization.

The OIA has been actively pursuing a number of avenues in this regard:

- **Split admissions positions** with units interested in more school-specific processing (e.g., Kelley Direct position)
- Negotiate **office time-sharing**, as we are now doing with School of Education
- Continue to work closely with Multicultural Center, Student Life, Enrollment Services, Consortium on Learning, University College, Office of Research, Graduate School, Campus Housing, Student Scholarships, and schools – to develop **jointly sponsored activities**
- Advocate for strong IUPUI presence in allocating **university-wide international funds.**
- Advocate that all high-end scholarships (e.g., Bepko, Plater, etc.) include **study abroad stipends**
- Seek **Enrollment Shaping Initiative** funds to support student recruitment efforts
- Seek **RISE** funds to support development of study abroad

16) Reworking of the International Development Fund (IDF).

The IDF is administered by the Office for Research, in consultation with the OIA. It was established some 10 years ago as a source of seed grants for a wide range of internationalization initiatives. Its funding comes from 20% of the administrative indirects of all internationally-oriented grants at IUPUI. Due to a variety of historical circumstances, the IDF has never been funded to the level it was supposed to be, and its grants have been focused only on research collaborations. Through much discussion with the Vice Chancellor for Research as well as the faculty IDF Committee, we found ways to raise the funding total for IDF grants from $75,000 per year to $100,000 (still nowhere near the amount mentioned in its founding documents) and to add new categories of grants. This development will compensate for some of the cuts in OIA funds for supporting new initiatives, and comes from a sustainable, renewable source, as long as faculty apply for external grants following their seed funding.

As newly restructured, the IDF gives small seed grants for:

- international research collaborations
- international travel grants
- creative use of IT for international work
- curriculum internationalization

There is also an additional new internal grant category to support visiting international scholars.

17) Continued development of strategic international partnerships.

With the unanimous support of the IUPUI administration, Deans Council, and the faculty International Council, the OIA has been guiding the campus in developing a small number of strategic partnerships as cost-effective and philosophically appropriate means of internationalization. Such partnerships build platforms that enable multiple students, faculty, staff, and programs to become involved – at considerably less cost than each unit generating its own. They also provide the dialogue and collaboration essential to 21st century internationalization. Because they generate 2+2 and similar programs, such partnerships also contribute to the income generation described in the next item.

18) Working for increased campus-wide income from increased international student enrollment.

Increased non-resident international enrollments add to the general economic health of the campus, while furthering internationalization. Over the last 10 years, since the OIA added a campus-wide recruiter, the number of international students studying at IUPUI has more than doubled. Currently 2/3 of the non-resident undergraduates at IUPUI are international students. These students are also retained at significantly higher percentages than domestic students and have higher 5-year graduation rates.

Phrased another way, compared to 10 years ago, IUPUI annually receives at least $12,000,000 more in tuition alone due to OIA recruitment, admissions, and support efforts. This yields income for Schools and the Enrollment Shaping Fund (through tuition), and for the OIA (through application and visa services fees).

For the last three years, the OIA has been engaged in an even more aggressive international student recruitment program that has yielded significant results. We are targeting specific high yield countries and also supporting schools in recruiting activities. We are working to make IUPUI 's web presence more effective for prospective international students. We are aggressively seeking students who come with scholarships from their countries of origin.

We are also facilitating the developing of 2+2 programs between IUPUI schools and partner universities abroad. There are currently two such programs in existence and 12 more under construction. In such programs, students spend two years at a partner university overseas and then two years at IUPUI, in a very focused curriculum that yields degrees from both. These students are generally full-tuition paying students who bring substantial income to IUPUI.

Summation

The OIA is feeling the impact of the budget reductions already made. The cuts in travel are significant for a unit whose work is international in scope. The cuts in staffing are significant for a unit where student numbers and new programs are growing. We can weather the cuts this year and are making plans for other cuts next year. If there are further cuts, however, there will certainly be a reduction in the international services and leadership we provide. Admissions and visa processing times will increase, and we will limit ourselves to the basic activities mandated by U.S. law and IU policy. Expert support for study abroad will decline. And the program of international partnerships, which garnered IUPUI the prestigious Heiskell Award in 2009, will suffer significantly. IUPUI may well revert to its standing at the bottom of its peer institutions in terms of measures of internationalization.