# 2009-2010 Academic Affairs - International Affairs

## Mission

Universities have a key role to play in furthering global competence, understanding, and collaboration. IUPUI, with its broad range of programs and commitment to civic engagement, can be at the forefront of such efforts. By encouraging the increased internationalization of IUPUI, the OIA hopes to make IUPUI, and all of Indiana, a global crossroad.

## Vision

The OIA is a comprehensive office of international education and program development, established in 1988 to “stimulate, coordinate, and serve as a focus for international activities on the [IUPUI] campus.” Our mission is to enable IUPUI to achieve its international potential by pursuing the following goals.

<table>
<thead>
<tr>
<th>Implementation Strategies</th>
<th>Performance Indicators/Milestones</th>
<th>Person(s) Responsible</th>
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</table>
| **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.a. Track and analyze selected dimensions of campus internationalization. (From the American Council on Education’s DCI)  
I.1.b. Contribute international perspectives to major initiatives and planning efforts at IUPUI.  
I.1.c. Produce and disseminate news, reports, and other information on IUPUI’s international activities, students, and faculty. | Projects and Programs group |
| I.2. Convene cross-campus committees and engage in dialogue aimed at advancing schools’ international initiatives and activities.  
I.2.a. Establish and support campus-wide committees for internationalization.  
I.2.b. Consult with at least 10 units on their internationalization activities.  
I.2.c. Identify, pursue, and/or assist units in applying for funding and other support that increases the level of international activity at IUPUI. |  |
| I.4. Ensure OIA staff have state-of-the-art knowledge in their areas of responsibility.  
I.4.a. Provide OIA staff with opportunities for ongoing professional development and active participation in national and international conversations on internationalization. | Linda |
| **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.a. Collaborate effectively with Enrollment Services and other units.  
II.1.b. Use strategic planning to move IUPUI’s international enrollments toward a level at or above its peers. | Susan, Sara |
| II.2. Develop and implement a robust, multifaceted student recruitment program. | II.2.a. Engage in robust set of outreach activities that result in large numbers of contacts.  
II.2.b. Track and analyze yield of applicants from prospects.  
II.2.c. Maintain continuous communication stream throughout all stages of enrollment process.  
II.2.d. Use IT to increase efficiency and quality of service. | Pat, Jennifer |
| II.3. Communicate with and admit well-qualified student applicants in a timely and effective manner. | II.3.a. Track and analyze the admission and enrollment yields of applicants admitted who enroll.  
II.3.b. Maintain or enhanced speed of processing applications. | Nancy, Ned |
| II.4. Provide expert visa counseling and processing for international students and scholars. | II.4.a. Enhance response times for student and scholar requests.  
II.4.b. Interpret and communicate regulations to stakeholders in a timely and effective manner.  
II.4.c. Policies and procedures developed, enhanced, and effectively communicated. | Mary, Sandi |
| II.5. Provide effective and timely welcoming and orientation services for international students and scholars. | II.5.a. Use IT to increase efficiency and quality of service.  
II.5.b. Develop and enhance appropriate Orientation content.  
II.5.c. Integrate Arrival Services into the Student Services section of OIA.  
II.5.d. Continue to enhance welcome and orientation processes and procedures. | Sandi, Mary |
| II.6. Provide innovative and effective programming that facilitates campus engagement and integration of international students and scholars. | II.6.a. Develop and deliver at least 10 high quality programs per semester. | Sandi, Mary |
| II.7. Maintain and advance International House as a model living-learning community. | II.7.a. Maintain maximum occupancy with diverse mix of students.  
II.7.b. Deliver relevant and well-attended programming involving I-House occupants. | Jill |
| II.8. Collaborate with the Multicultural Center, the Special Assistant Chancellor for Diversity, Equity, and Inclusion, and similar units to support campus diversity goals and initiatives. | II.8.a. Engage in regular communication in areas of significance.  
II.8.b. Collaborate on joint activities. | Susan, Projects & Programs group |

Goal III: IUPUI students are fully engaged in global learning, with particular emphasis on their abilities to work effectively and productively in a global world.
| III.1. Integrate global learning and study abroad into degree programs, general education, and campus-wide curricular initiatives. | III.1.a. Support the internationalization of general education and campus-wide initiatives. | III.1.b. Support the internationalization of school and departmental curricula. | Dawn |
| III.2. Provide high-quality study abroad experiences for a growing number of IUPUI students. | III.2.a. Support the development and operations of study abroad programs, especially those that meet the distinctive needs, goals, and capabilities of IUPUI students. | III.2.b. Increase scholarship funding for study abroad. | III.2.c. Offer professional development programs for faculty directors and student advisors. | III.2.d. Increase activity in publicizing programs and recruiting students for study abroad. | III.2.e. Develop and enhance policies and planning for advancing study abroad. | Stephanie |

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

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

| IV.1.a. Support and coordinate IUPUI's program of Strategic Partnerships. | IV.1.b. Assist faculty, schools, and other units in developing specific collaborations of interest to them. | IV.1.c. Host international visitors and engage in conversations about potential collaborations. | P&P |
| IV.2. Use IT to advance international collaboration for teaching, research, and applied work. | IV.2.a. Pilot and support the development of collaborative, interactive, distance learning courses and modules. | IV.2.b. Advance the use of IT to facilitate international communication and collaboration for research, creative activity, and professional application. | P&P |
| IV.3. Support the Center on Southeast Asia as a focal point for research, teaching, and applied work in that part of the world. | IV.3.a. Advance partnerships with institutions in Southeast Asia. | IV.3.b. Support faculty with an interest in Southeast Asia. | IV.3.c. Support teaching and public programming about Southeast Asia. | Dave |

**Goal V: International perspectives and collaboration will be hallmarks of research, creative activity, and professional application at IUPUI.**

| V.1. Support faculty, scholars, staff, and students in advancing the international components of their research. | V.1.a. Assist these groups in developing their projects and identifying potential sources of funding. | Ian, Dave |

**Goal VI: IUPUI will offer co-curricular programming and engage with the community in ways that extend international understanding and knowledge on campus and across Indiana.**
VI.1. Work with other units to develop a lively international atmosphere at IUPUI.

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

VI.1.b. Collaborate with the Multicultural Center and division of student life on cross-cultural programming.

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

Cathie, Dawn

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

VI.2.a. Consult and collaborate with local organizations.

All

Goals and Objectives

□ Goal 1: IUPUI's internationalization is guided by innovative strategic planning derived from cross-campus conversations, reflecting state-of-the-art knowledge, and resulting in cost-effective, synergistic initiatives and programs.

□ I.1. Engage in a continuous process of planning, assessment, and improvement with respect to the internationalization of IUPUI.

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

Actions taken for 2009-2010:

I.1.a. Tracked and analyzed selected dimensions of campus internationalization.
   - Maintained and continuously analyzed robust tracking system for international enrollment management.
   - Developed more comprehensive method of tracking prospect data through yield status, including increased use of recruitment codes and external organization IDs.
   - Fully implemented use of external organization IDs for foreign high schools to facilitate analysis of applicant pool.
   - Websites were established for IUPUI’s most significant partnerships:
     http://international.iupui.edu/china/
     http://international.iupui.edu/kenya/
     http://international.iupui.edu/mexico/
   - Hired Logistics Coordinator, who will participate in database development.
   - Worked with IUB on the development of 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. Much of the program data has been imported. The new system will include opportunities to automate many currently manual functions and will link with SIS. The system will allow for better tracking of students including the ability to run mid-year reports of student participation.
   - For the first time a report of all known scholarship and grant funds supporting IUPUI students studying abroad was created.
   - Began tracking the reasons for student withdrawal from study abroad.
   - Continued tracking and reporting study abroad, international scholars, and international student enrollments through Open Doors.
   - Participated in International Student Benchmark student survey conducted worldwide

I.1.b. Contributed international perspectives to major initiatives and planning efforts at IUPUI.
   - Established good working relationship with new IUPUI Honors College. Director of curriculum internationalization has appointment in Honors College.
   - Continued to play a leading role in advancing the RISE initiative
   - Continued to play a leading role in Enrollment Shaping Initiative
   - Continued to collaborate with Multicultural Center and Student Life by holding monthly meetings to discuss areas of overlap
   - Continued to collaborate with Center on Service & Learning, Center on Teaching & Learning
   - Continued to support the International Studies program
   - Encouraged and supported the development of a Center on Global Health

I.1.c. Produced and disseminated news, reports, and other information on IUPUI’s international activities, students, and faculty.
   - Recorded orientation workshops and other events for use online
   - Used blogging to maintain records of trips to Kenya, China
   - Identified critical challenges to be overcome in creating the faculty internationalization database.
   - "International" button was returned to IUPUI Home Page
   - News releases during 2009-2010 included:
     - "New Record Year for IUPUI Study Abroad"
I.1. Tracked and analyzed selected dimensions of campus internationalization.

- All planned activities accomplished with the exception of the faculty interest database, which continues to present serious challenges without the ability for faculty to add their international activities in the faculty annual report.
- OIA Websites saw traffic more than double over 2008-2009.

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<thead>
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<th>Site</th>
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<td>58,136</td>
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<tr>
<td>apply.iupui.edu*</td>
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<td>Total views</td>
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<td>223,966</td>
</tr>
</tbody>
</table>

Activities planned for 2010-2011:

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

- Continue participation in the International Student Barometer.
- Compile departmental-level international activities: degree programs, major projects, major partnerships.
- Develop tracking system for MOU

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

- Participate in New Directions in Learning (university-wide initiative)

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

- Nominate IUPUI for the Senator Paul Simon Award through NAFSA: Association for International Educators.
- Update the look and feel of OIA websites, beginning with student recruitment and international home page.
- Communications manager will attend media relations workshop and other professional development opportunities.
- OIA will submit a 10-year report for reaccreditation detailing 1) major accomplishments, 2) current status, and 3) plans for the next five years as they relate to teaching and learning, research, scholarship, and creative activity, and civic engagement locally, nationally, and globally.

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

- Continue this throughout leadership transition.
I.2. Convene cross-campus committees and engage in dialogue aimed at advancing schools’ international initiatives and activities.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2009-2010:

**I.2.a. Established and supported campus-wide committees for internationalization.**

- Continued to work closely with the Confucius Institute in Indianapolis which acts as a hub for all China-related activities on campus.
- Continued to convene MoI Partnership Steering Committee, India Interest Group, and Mexico Interest Group.
- Convened International Council and redesigned campus-wide Study Abroad Committee to better align with new International Council; members appointed by the Dean of each school. Established new International Enrollment Advisory Committee to align with new International Council.
- Continued to lead Community of Practice on PUI.

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

- Continued regular consultation on study abroad, international students, and international partnerships.
- 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.**

- International Development Fund grants included new category for OIA to work with departments or schools in developing international plans. Public Health received first grant.
- International program funded through the Fulbright Hays Group Projects Abroad grant ran in July 2009 with faculty and student representatives from IUPUI and teachers and administrations from IPS.
- Implemented enhanced study abroad scholarship program with additional monies identified to support the RISE initiative.
- Submitted proposal to the Bureau of Educational and Cultural Affairs grant program “One-time Competitive Grants Program--Competition A--Academic Programs - Capacity Building for Undergraduate Study Abroad” focusing on increasing study abroad in Pacifica Mexico (rather than Fulbright Hays).
- Initiated Faculty Travel Grant Program for undergraduate international student recruitment as part of the ESI Initiative.

Evidence of Progress for 2009-2010:

- Membership has been established for campus-wide committees but experienced great difficulty in scheduling meeting times.
- We consulted with far more than 10 units. Fulbright-Hays Groups Projects Abroad grant funded at $85,180. The BECA grant was recommended for funding but ultimately was not funded.

Activities planned for 2010-2011:

**I.2.a. Establish and support campus-wide committees for internationalization.**

- Continue to work with the Study Abroad Advisory Committee to have a far reaching impact on study abroad at IUPUI.
- Address scheduling issues for International Council and International Enrollment Advisory Committee.
- Continue Kenya, Mexico, and India committees.

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

- Continue regular consultation with units on their internationalization activities, including Multicultural Center, Student Life, and 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.**

- Continue to play major role in the International Development Fund program.
L3. 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 2009-2010:

L3. Provided OIA staff with opportunities for ongoing professional development and active participation in national and international conversations on internationalization.

- Re-opened OIA travel grant program.
- Continued active participation in NAFSA, AIEA, ACE, IIE.
- Continued to provide and support on-campus learning opportunities.
- Study Abroad director continued as the Education Abroad Knowledge Community representative for NAFSA, Association for International Educators Region VI.
- Assistant Director for International Admissions was selected for and participated in the Baden-Wurttemberg Seminar in Germany.
- Assistant Dean & Director for International Enrollment & Services served as NAFSA, Association of International Educators’ Coach for Academy VI Region VI Cohort and invited to serve on Membership Committee of NAFSA’s Regional Liaison and Ethics Designate.
- Represented IUPUI at EducationUSA Regional Advisors’ Conferences abroad.
- Selected OIA staff attended NAFSA Region VI, NAFSA Annual Conference, AACRAO, International Commission of AAUPL (formerly NASLGC), AIEA, ACE, International Association of Universities.

Evidence of Progress for 2009-2010:

L3. Provide OIA staff with opportunities for ongoing professional development and active participation in national and international conversations on internationalization.

- Associate Vice Chancellor continued as Chair of the International Education Leadership Knowledge Community of NAFSA, became President-Elect of the Association of International Education Administrators, and serves on the Advisory Boards of the American Council on Education’s Internationalization Collaborative, and the International Partnership Program of the Institute for International Education.
- Publications
- Papers Delivered at Professional Conferences
- Workshops Given at Conferences

Study Abroad Director:
- NAFSA State Conference Presenter 2010

International Student Advisor
- NAFSA Region VI Conference presenter 2009

International Scholar Advisor:
- NAFSA Trainer Corps presenter on J-1 Beginner and J-1 Advanced Regulations 2009 Regional Conference
- J-1 Beginner Regulations NAFSA training for Bellarmine University.
- NAFSA Regional VI Conference presenter 2009

Professional Committee and Leadership Work
- Associate Vice Chancellor:
  - Association of International Education Administrators
  - President, 2010
  - 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, 2009
  - Western Michigan University, 2009

Assistant Dean for International Enrollment & Services:
- Appointed as 2009 NAFSA Region VI Coach for NAFSA Academy of International Education
- Invited to serve on Membership Committee of NAFSA: Association of International Educators as Regional Liaison and Ethics Designate, 2010-2011.

Director of Study Abroad
- NAFSA Region VI Knowledge Community Representative for Education Abroad

Director of Curriculum Internationalization:

- Assistant Director for Student Services:
  - NAFSA Region VI International Student and Scholar Services Knowledge Community Rep

- Assistant Director for Scholar Services
  - NAFSA Trainer Corps presenter on J-1 Beginner and J-1 Advanced Regulations 2009 Regional Conference

- Assistant Director for International Admissions:
  - NAFSA Region VI 2010
  - International Recruitment trip with EdUSA to Brazil, Peru, Chile and Argentina
  - Presentation on International Transfer Credit at Fall 2009 Regional EducationUSA Advisors’ Conference in Mexico City, Mexico

- Associate Director for International Admissions:
  - AACRAO National Conference 2010
  - NAFSA Region VI 2010
  - Washington International Education Conference 2011

- International Credentials Analyst:
  - NAFSA Region VI 2010

Activities planned for 2010-2011:
L3. Provide OIA staff with opportunities for ongoing professional development and active participation in national and international conversations on internationalization.
   - Continue OIA Staff Travel Grant.
   - Give presentations and participate in national and international organizations to highlight and advance IUPUI’s internationalization efforts.
   - Give presentations at EducationUSA Regional Advisors’ Conferences abroad to both develop perspective on student recruitment opportunities in areas targeted for recruitment, while promoting recognition of IUPUI among advisor networks.

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 Themes:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

II.1.a. 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 Director for Intl Recruitment position to develop communications infrastructure for IUPUI international recruitment, including tracking of prospective student activity.
   - All key staff involved in international student enrollment participated in Accelerated Improvement Process exercise to enhance the coordination of teams of staff engaged in recruitment, admissions and welcome service activities and communications; resulted in 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.
   - Worked with partner institutions abroad to develop collaborative degree programs.
   - Facilitated 2+2 program development with Sun Yat-Sen University, with at three program agreements to launch at SYSU in 2011 completed by end of academic year.

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

   - Used the Accelerated Improvement Process (AIP) facilitated by Human Resources to analyze all of OIA’s communications with applicants and admitted students in an effort to increase yield from prospects to enrolled students. Worked in conjunction with Welcome Services, Recruitment and International Student Services to redesign communication streams and materials sent to students upon admission to better reflect the image and quality of IUPUI, and highlight services available to newly arrived students. Established an International Ambassadors Program in which currently enrolled internationals can communicate through email or phone with applicants from their respective (or other) home countries to encourage the completion of applications and the decision for admitted students to enroll at IUPUI.
   - Serve on IUPUI Enrollment Management Steering Committee and Enrollment Management Council.
   - Established International Enrollment Advisory Committee.
   - Participated in regular Enrollment Services, Recruitment, Enrollment and Admissions Professional Staff (REAPS), and Undergraduate Recruiters meetings on a regular basis.
   - Met with University College Orientation and Advising staff to develop initiatives for student support.
   - Continued coordination of admissions-based scholarships with the Office of Student Scholarships.

Evidence of Progress for 2009-2010:
Activities planned for 2010-2011:

II.1.a. Use strategic planning to move IUPUI's international enrollments toward a level at or above its peers.
- Develop strategies in response to the possible leveling off of new international student enrollments.
- Continue to develop 2 + 2 and other programs.

II.1.b. Collaborate effectively with Enrollment Services and other units.
- Continue to attend REAPS, Enrollment Services, University College, etc. meetings.
- Continue to convene International Enrollment Advisory Committee.

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

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:
II.2.a. Engaged in robust set of outreach activities that result in large numbers of contacts.

- Developed recruitment communications for an international audience
  - Established new Assistant Director for International Recruitment position to develop prospect data management and communications plan implementation.
  - Redesigned http://apply.iupui.edu for more effective online presentation of IUPUI recruitment messaging and admissions-related information.
  - Expanded translated recruitment outreach materials to add traditional Chinese and Vietnamese, updated publications, and posted to http://apply.iupui.edu.
  - Revamped international viewbook to become "International Prospectus," with added information about the Honors College, HPA, Student Services, and Living in Indianapolis.
  - Provided IUPUI materials to high schools and educational advising offices abroad.
  - Explored social networking possibilities for recruitment by creating OIA Facebook page and Twitter account.
  - Ran a six-week Asian Correspondent.com advertising campaign, including frequent posting of IUPUI stories to associated blog account.
- Pursued opportunities to develop programs with institutions abroad leading to enrollment of students from universities abroad.
  - Facilitated completion of three 2+2 programs with Sun Yat-sen University (Computer Science, Informatics, Mechanical Engineering).
  - Developed facilitation transfer program from Changzhou Institute of Technology and Department of Computer & Information Science.
  - Implemented Study Abroad@IUPUI Program with Tsuda College.
- Worked with ELS Language Centers and its recruitment networks to recruit students:
  - Developed agreement with ELS placement services to outline process of referring graduate applicants for conditional admission pending further English language study at ELS.
  - Completed ELS-American Education Centers Membership Agreement for access to ELS recruitment support abroad.
  - Hosted IUPUI recruitment event at ELS-AEC Center in Shanghai, China, attended by five IUPUI schools, as part of delegation travel to Guangzhou via Shanghai.
  - Participated in ELS-facilitated Recruitment Tour in Turkey and China.
  - Facilitated OIA & academic program presentations to ELS Familiarization Tours for agents visiting IUPUI.
- Expanded recruitment travel to targeted countries and selected travel opportunities to focus on outreach to high schools and counselors.
  - International recruitment travel included China (4 trips), India (3 trips), Korea, Taiwan, Vietnam, Indonesia, Malaysia, and the Middle East.
  - Participated in Council of International Schools’ India and Asia tours for targeted access to high school students.
  - Established vendor agreement with KICEducation for consulting and recruitment support services in India. In cooperation with KIC, completed two independent travel events involving visits to high schools, high school counselor outreach, and media conference.
  - Assistant Director for International Admissions will attend and participate in the Education USA South America Recruitment Trip including the countries of Chile, Argentina, Brazil, and Peru (September 2010).
- Promoted IUPUI Scholarships available to non-resident students.
  - Advertised scholarships on IIE Scholarships site.
  - Promoted undergraduate scholarships in EducationUSA Newsletters.
- Maintained active engagement with EducationUSA Offices through Destination Indiana hosting of advisors at IUPUI and conference attendance (Central/South American EducationUSA Conference, Mexico City, Mexico, September 2009; Recruitment Conference in Washington DC June 2010).
- Worked with student organizations, the new Indian Students’ Advisory Council in particular, for recruiting support.
- Met with faculty and staff representatives of Schools and Departments to update academic information and share information on OIA recruitment plans.
- Provided financial and material support to School/Department representatives engaged in foreign recruitment efforts abroad.
  - Facilitated four faculty travel grants to support international student recruitment in China (3) and Korea (1).
  - Updated Recruitment Referral list to assure accurate information sharing across the campus.

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

- Worked with Admission Center to implement communication streams to prospective international students using uTalk (TALISMA CRM).
- Developed mechanisms for maintaining contact with prospective students in order to encourage applications.
- Developed new communications to encourage enrollment (yield) of admitted students, with particular focus on the strong academic experience IUPUI offers, highlighted by the inclusion of student profiles.
- Established International Student Ambassador Program to encourage current student contact with prospective students through application and post-admission stages.

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

- Created and implemented a new Prospect Web form.
- Redesigned laptop-based Prospect e-Card and our paper cards for use at recruiting events.
Evidence of Progress for 2009-2010:

- Increased 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.
- The transfer of the Kelley Direct program to IUB in Fall 2009 resulted in a decline in Indianapolis Kelley School of Business graduate international enrollment, but this population has been replaced by strong growth in on-campus enrollment across a number of IUPUI schools.

Activities planned for 2010-2011:

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

- Continue to develop infrastructure for tracking prospects and communications with prospective students at all stages of the admissions and enrollment process
  - Transfer responsibility for international prospect student data from Admissions Center to OIA
  - Implement 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;
  - Continue development of communication streams for all stages of the inquiry, admission, and enrollment process
  - Implement Talisma (uTalk) by the OIA to facilitate communications
  - Throughout all communications, maintain the "personal touch" that is one of IUPUI’s strengths
- Establish on-the-ground undergraduate enrollment counseling presence in China and India, the top 2 countries targeted for student recruitment
- 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
- Continue involvement of current international students in programs such as the International Student Ambassadors’ Program, 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 additional 2+2 program development with Sun Yat-Sen University
- Leverage competitive and admission-based scholarship programs for strategic recruitment
- Continue to develop opportunities for overseas advisors to visit IUPUI
- Work with ELS to develop new agreement and plan for transition of ELS to off-campus location

II.2.b. Continue to develop communication streams throughout all stages of enrollment process.

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

- Include international "Jags on the Road" feed on apply.iupui.edu
- Explore effective use and increasing IUPUI’s presence on web directories by not only renewing our contract with Hobsons, but by also entering contracts with Hotcourses and Zinch China

[II.3. Communicate with and admit well-qualified student applicants in a timely and effective manner.

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

Actions taken for 2009-2010:

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

- Used the Accelerated Improvement Process (AIP) facilitated by Human Resources to analyze all of OIA’s communications with applicants and admitted students in an effort to increase yield from prospects to enrolled students. Worked in conjunction with Welcome Services, Recruitment and International Student Services to redesign communication streams and materials sent to students upon admission to better reflect the image and quality of IUPUI, and highlight services available to newly arrived students. Established an International Ambassadors Program in which currently enrolled internationals students can communicate through email or phone with applicants from their respective (or other) home countries to encourage the completion of applications and the decision for admitted students to enroll at IUPUI.
- Developed and implemented the International Ambassador Program. International Ambassadors make phone calls to admitted students overseas in order to answer their questions about IUPUI and advise on visa and arrival issues.
- Redesigned material sent to evaluate more admissions to better reflect the image and quality of IUPUI, and which highlight services available to newly
II.3.b. Maintained or enhanced speed of processing applications.

- Communications: Created customized automated correspondence for specific programs such as MD and LLM Egypt admits.
- Communications: Continuing to use 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. Will investigate and compare the functionality of using the new CRM system when it is further developed by the university as a whole.
- Communications: Converted the current MDL/CLA admissions correspondence for undergraduate students to the new admissions letter generation system using Access.
- Admitted students: After analysis, decided that new welcome communications are sufficient to determine student intent to enroll without implementing an e-acceptance form.
- Transfer Credit Processing: Developed a process for multiple departments to create transfer credit articulations for the various 2+2 programs being developed with Sun Yat-Sen University (SYSU). Completed the SYSU articulations to the extent possible anticipating an incoming class for Fall 2012.
- Resources: Reconvened the Reference Library Committee to continue with the organizational efforts launched last year and coordinated the paper resources with the electronic resources.
- Paper Applications: Reduced the amount of information included in the undergraduate application and ceased publishing an application/instruction bulletin for graduate applicants.
- Online Applications: Continued working with developers to problem-solve issues with the undergraduate online application.
  - Worked with Graduate Office and developers to create a new online application for graduate and professional programs (degree-seeking and non-degree) launched summer 2010.
  - Worked 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: Revised how transfer credit information is presented on our website.
  - Created a PowerPoint presentation on international transfer credit that can be used for recruitment and professional development purposes.
- Admissions Processing: Met with individual departments when needed in order to coordinate and streamline processing for international students.
  - Example: Met 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 T2I programs.
  - Standards: Admissibility: Worked with the new International Enrollment Management Committee to create transparency and understanding about applying IUPUI admissions and transfer credit standards to international study.

Evidence of Progress for 2009-2010:

- Despite a predicted decrease in international student enrollment for Fall 2010, enrollment remained steady with a current population of 1369 international students.
- As a result of the AIP process focused on Fall 2010 enrollment, we redesigned materials sent to students upon admission to better reflect the image and quality of IUPUI, and which highlight services available to newly arrived students. We moved more information to the website in order to improve the appearance of the admission packet. Advising/Welcome Services designed a new folder for the admissions packet sent to newly admitted students. Admissions collaborated with Welcome Services to review and update the content of admissions letters and email communications sent to newly admitted students. We created an International Ambassadors Program in which currently enrolled students from key countries contracted applicants and admitted students from their home countries (and others) to encourage completion of applications and subsequent enrollment at IUPUI for Fall 2010.
- 90% or more of completed applications were reviewed within three weeks.
- For Fall 2010 (showing results of 2009-2010 recruitment and admissions activity), achieved international application to enroll yield rate of 20%, compared to Noel-Levitz 2010 Admissions Funnel Benchmark of 13% for Public Universities, available at www.noellevitz.com/ChangingFunnel.

Activities planned for 2010-2011:

II 3 a. Enhance communications with applicants to increase yield.
II.3.b. Maintained or enhanced speed of processing applications.

- Technology: Develop new denial codes in SIS for more specific tracking of reasons. Create new conditional admit codes to better distinguish between academically eligible status pending submission of English proficiency documentation versus academically eligible status pending submission of financial documents.
- Columbus processing: Work with the Columbus campus to better meet the needs of that campus in the area of international admissions and advising. Train any relevant staff involved in processing international applications and advising international prospects and admitted students.
- Online applications: Continue working with the developers to add improvements to the graduate online application based on feedback from graduate department contacts. Become more proactive about identifying and requesting updates to both the undergraduate and graduate apps for the annual summer maintenance window.
- Purdue application processing: Prepare and plan for the transition of Purdue master’s degree-seeking admission decisions through the IUPUI Graduate Office (previously conducted through Purdue Graduate Office in West Lafayette). Identify discrepancies and inconsistencies in admission policies and procedures for international students between Purdue and IU programs on the IUPUI campus. Work with both Graduate Offices to better coordinate processing. Develop new standardized paragraphs for the admission confirmation letters. Train department contacts on the new flow for processing.
- Academic evaluations for graduate applicants: Develop a new route sheet format which summarizes an applicant’s academic credentials in a format that is user friendly and printer friendly and will be appropriate for both IU and Purdue programs at IUPUI.
- International Graduate Admissions Workshop: Work with international student services to redesign the workshop format into a morning admissions workshop and an afternoon advising/welcome services workshop.
- Benchmarking project: Participate in the university-wide benchmarking project to identify and improve efficiencies in international application processing.
- Communications & Technology: Use the OnBase subscription service to automatically print emails for undergraduate communications to the applicants’ electronic file in OnBase. Explore the possibility of using this same subscription service for graduate communications.
- AIP Phase Two: Implement in-house an AIP process for graduate applicants and non-degree applicants similar to what was done for the undergraduate degree-seeking applicants with a target of enrollment yield for Fall 2011.
- Library resources: Continue with the re-organization of our reference library.
- Transfer Credit Processing for IUEAST: Develop and implement a system for evaluating and articulating international transfer credit for IUEast applicants to their online bachelor’s degree programs.
- F1 Transfer-In Process: Work with Sunapsis (Office) technical problems to enable project to progress.
- Transfer Credit: A number of international transfer credit issues have developed that need addressed:
  - Campus-wide issues: Work with University College to identify issues and seek solutions that will make it easier for academic advisors to work with international students regarding transfer credit and degree requirements. Identify primary staff within UCOL and departments who either process transfer credit and/or advise international students.
  - Batch processing of transfer credit: Investigate the feasibility of batch posting of international transfer credit into SIS (particularly for 2+2 programs and feeder schools).
  - Ivy Tech Community College: Coordinate efforts to process international transfer credit that satisfies both institutions’ requirements and makes for a smooth academic transfer for students.
  - Standardization: Strive to standardize international transfer credit articulations within OIA including transfer credit ratios and grading scales.
  - Staff resources: Increase the number of hours for our part-time transfer credit analyst from 20-25 hours per week to 30-35 hours per week to better accommodate the increase in applications and in the development of articulation agreements.

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 2009-2010:

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

- Developed a new document (Office of International Affairs) for tracking immigration data.
II.4.b. Regulations and government procedures interpreted and communicated to stakeholders in a timely and effective manner.

- Prepared 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. Implementation of SEVIS II indefinitely postponed by SEVP. OIA preparation also postponed.
- Continued to monitor government regulatory updates and advise students accordingly.
- New Department of Labor Labor Condition Application procedures and delays communicated to deans and department contacts.
- IU’s appointed attorney for permanent residence presented on various portions of the permanent resident process for scholars, graduate students, and medical trainees.

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. Implementation of SEVIS II indefinitely postponed by SEVP. OIA preparation also postponed.
- Maintained previously established business practices.

Evidence of Progress for 2009-2010:

- Student Advising is now more efficient as result of increased knowledge across a greater number of staff.
- Increased use of electronic forms creates more efficient process for the routing of documents between departments which is not dependent on student delivery.
- Staff are aware of current regulatory environment and continue to monitor it.
- The section is operating efficiently based on current policies and procedures.

Activities planned for 2010-2011:

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

- Continue to expand use of Sunapsis functionality.
- Continue cross-training of staff to increase efficiency and create reliable back-up during staff absences.

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

- Continue to monitor government regulatory updates and advise students, scholars, and campus departments accordingly.
- Will need to communicate change in Indiana’s J-1 waiver policy with implications for clinical faculty.
- Monitor Department of Homeland Security development of SEVIS II.

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

- Increase departmental outreach to facilitate staff/advisor understanding of F-1/J-1 student regulations, services for international students, and effective ways of communicating with this population.
- Continue to review business practices for possible areas of improvement.

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 2009-2010:
II.5.a. Use IT to increase efficiency and quality of service.

- Continued to rework and improve the OIA website by creating a separate site for services. New site to be launched in Fall 2010.
- Incorporated paperless scanning system into Immigration Check-in flow.
- Created an iStart eform to collect arrival information from students.
- Developed a series of automated email communications on various topics which are sent to students on a routine schedule following admission (This series of communications was developed, but Sunapsis options were not conducive to automation at this time.)
- Incorporated website into routine correspondence directing campus departments and scholars to use our website as a resource.

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

- Re-organized the transfer credit session from a general presentation to individualized appointment format. (Upon implementation, it was decided that this format did not effectively serve student needs. Students did not utilize this service as expected.)
- Developed more structured and informative campus tours. (It was found that undergraduate students receive a comprehensive tour as part of their orientation with UC. This will remain a goal for graduate students.)
- Increased the content of various workshops. The content of the U.S. Education System workshop was doubled, and now includes the participation of the Bepko Learning Center. The Life in the U.S. Workshop was expanded by one hour to include more in-depth content on U.S. cultural values and behavior.
- Increased number of vendors in attendance at Services Fair. (The number of vendors was comparable to previous years despite increased outreach efforts.)
- Scholar orientation more systemized—added visual presentation elements.
- Developed more systematized scholar insurance follow-up.

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

- Worked collaboratively to bridge communication gap between admission and welcome services.
- Developed an interactive housing website to help students find the most appropriate housing option on a pre-arrival basis. (Instead, the OIA website is now linked with the Student Advocate’s growing website on off-campus housing.)
- Used Sunapsis eform to automate collection of pre-arrival information from students.
- Routinized pre-arrival communications to reach admitted students with the most appropriate information at the most appropriate time to include a stream of new informative emails sent to new admits between March and August 2010.
- Worked with the International Center of Indianapolis to provide optional settlement services to new students/scholars with families. (It was determined that using ICI services was not cost-effective.)
- Completed revised both Welcome Brochure and entire admission packet to include less information which is duplicated online, and more information/photos that will help attract students to IUPUI over other schools.
- Admission packet now includes two newly developed and professionally printed pieces: Visa Guide for International Students and the International Peer Mentoring Program brochure.
- Worked with student organizations to enhance pre-arrival support for admitted students.
- Transferred primary responsibility for orientation planning from International Student Advisor to new Orientation Coordinator position.
- Further developed Facebook networking efforts. Facebook orientation pages are now created more than a year in advance, and show increased usage by students.
- Developed a Spouse Program to provide programming and social opportunities for the spouses of our international students.

Evidence of Progress for 2009-2010:

- Collection of arrival information from students is more effective and less time-consuming than before.
- Materials sent to students upon admission are more professional and attractive.
- Positive reviews of orientation program indicate student satisfaction. Student and scholar orientation and arrival services are operating more smoothly and systematically.

Activities planned for 2010-2011:

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

- Further development of Sunapsis eforms to increase efficient online services to students.
- Implement use of Chinese social networking site “RenRen.”
- Enhance search functions for online student/scholar handbook.

II.5.b. Develop and enhance appropriate Orientation content and procedures.
II.5.c. Continue to enhance welcome and orientation processes and procedures.

- Develop orientation page on Chinese Ren Ren social network to provide a parallel service to Chinese student who cannot access our Facebook orientation pages.
- Expand content of Employment workshop to include information on the cultural aspects of job-searching.
- Revamp Welcome Brochure and develop scholar supplement.

II.6. Provide innovative and effective support services with the goal of maintaining or improving international student retention rates.

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

Actions taken for 2009-2010:

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

- Continued the following programs for students:
  - International Student Employment Conference
  - Attendance dipped, efforts redoubled for next year.
  - Ice Skating Party
  - Increased attendance
  - American Thanksgiving Program
  - Increased use of program
  - Annual International Student Pitch-In picnic
  - Attendance dipped, efforts redoubled for next year.
  - Federal and State Tax Workshops
  - Aetna Insurance Session
  - Stress-Management Workshop
  - Winter Driving Workshop (with AAA)
  - Continuing, successful event
  - Annual Graduation Reception
- Held the following workshops in Fall 2009
  - Know Your Rights Workshop
  - Customs and Border Inspection – What to Expect
  - Student Employment and Tax Law

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

- Developed "Strategies for Advising International Students" workshop with University College to educate advisors on international student needs and special issues.
- Participated in annual Orientation Kick-Off to prepare academic advisors for the incoming international student population
- Developed a workshop for the School of Engineering and Technology faculty and staff to assist them in communicating effectively with international students.
- Participated in Annual Graduate Admissions workshop

II.6.c Developed and maintained support mechanisms for students experiencing financial need

- Explored mechanism with schools to increase funding for students in need as part of the International Student Grant Program: one additional school-based scholarship was awarded.
- Implemented new rating system and screening procedures for International Student Grant applicants to more efficiently handle increased number of applicants.

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

- Implemented Mentor Committees for 2009-2010 to increase mentor involvement in international student support issues generally. Committees were
dropped at the end of the academic year and replaced with a team-based mentoring format.

- Wrote a comprehensive mentoring manual to standardize training and provide an ongoing resource which can be developed and modified as needed.
- Increased mentor award to $100/semester to encourage involvement and ownership of responsibilities.
- Explored avenues for funding the IPMP to transform it into a comprehensive scholarship-based program in which mentors earn academic credit (this initiative is still in progress).
- Trained and organized 2010-2011 mentoring group in Team Mentoring format.
- Created a mentee survey as part of new student survey to collect information on program effectiveness.

Evidence of Progress for 2009-2010:

- Workshops received positive reviews.
- ISGP award process is now more objective and efficient.
- As a result of 2009-2010 changes, the Fall 2010 mentees gave very high ratings of the program, indicating a very high quality of service from their mentors. Increased engagement on the part of mentors due to new team format, leading to higher mentor satisfaction with the program.

Activities planned for 2010-2011:

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
  - Ice Skating Party
  - American Thanksgiving Program
  - Annual International Student Pitch-In picnic
  - Federal and State Tax Workshops
  - Aetna Insurance Session
  - Winter Driving Workshop (with AAA)
  - Annual Graduation Reception
- Create a new Holiday Traditions event.
- Participate in IUPUI Career Week providing employment-related sessions for students.

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

- In cooperation with CTL and the EAP Department, develop a faculty training program on teaching international students.
- Continue to develop repertoire of pre-prepared presentations that can be offered on demand across campus to meet faculty, staff and advisor training needs.
- Develop increased online resources geared towards academic advisors and staff.
- Proactively reach out to academic departments to discuss international student issues, discover staff or faculty-perceived challenges, and assist accordingly.
- Continue to provide cultural awareness training for campus departments and support staff.
- Develop website to include increased content for IUPUI faculty and staff.

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

- Research and monitor outside scholarship and loan opportunities available to international students; disseminate information.

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

- Evaluate new team-based format – adjust as appropriate to maintain mentoring effectiveness.
- Expand and revise Mentor Manual
- Routinely mentor contributions through monthly meetings and team reports.
- Increase mentor involvement in student activities and event planning.
- Explore avenues for funding the IPMP to transform it into a comprehensive scholarship-based program in which mentors earn academic credit.

II.7. Provide innovative and effective support services for international scholars.
Actions taken for 2009-2010:

II.7.a. Developed and delivered high quality programs.
- Included international scholars in all relevant programs available to students, including Winter Driving workshop and annual State and Federal Tax workshops.
- Provided Health insurance support for scholars as needed.

II.7.b Provided training and materials for IUPUI faculty and staff which develops their knowledge of international scholar requirements.
- Held workshops on the Permanent Resident process for departments and scholars.

Evidence of Progress for 2009-2010:
- All workshops and activities listed above were delivered and attended with positive reviews.

Activities planned for 2010-2011:

II.7.a. Develop and deliver high quality programs to enhance the international scholar experience at IUPUI.
- Wherever relevant, continue to include international scholars in integrative programs and activities offered for international students.
- Develop and offer supplemental international faculty orientation.

II.7.b Continue to provide training and materials for IUPUI faculty and staff which develops their knowledge of international scholar requirements.
- Hiring foreign employees
- Completing the I-9 Employment Verification Process for foreign employees
- Options for obtaining Permanent Residence
- Compensating short-term visitors
- H-1B petitions and Employment-Based Immigration

II.7.c. Effective use of IT to increase efficiency and quality of service.
- Implement J-1 and H-1B request form intake via electronic e-forms and SUNAPSIS (iOffice).
II.8. Maintain and advance International House as a model living-learning community.

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

Actions taken for 2009-2010:

II.8.a. Recruited diverse mix of students.
- Moved 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.
- Continued weekly Culture Hours.
- Involved faculty in I-House programming.

Evidence of Progress for 2009-2010:
- Maximum occupancy with diverse mix of students achieved.
- Relevant and well-attended programming involving I-House occupants delivered.

Activities planned for 2010-2011:

II.8.a. Continue to recruit diverse mix of students.
II.8.b. Continue relevant and well-attended programming involving I-House occupants delivered.
II.8.c. Develop International House 20th Reunion, using this as a springboard for increased alumni relations

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 2009-2010:

III.1. Supported the internationalization of general education and campus-wide initiatives.
- Continued to provide support for Course and Curriculum Internationalization
- Held International Learning workshop each semester
- Created Teaching Tips by topics on OIA Website
- Shared modules and presentations on Kenyan cultural and historical topics on our website
- Explored New York Times Seminars
- Collaborated with Honors College on international initiatives
- Created a library with internationalization resources available to teaching faculty
- In collaboration with the Understanding Society and Culture Community of Practice, purchased Kindles and eBooks related to internationalization for use by teaching faculty
- Raised the profile on campus of the Global Crossroads
- Identified faculty to co-teach 1300
- Worked with the School of Education in developing their overseas options for students
- Created and implemented workshops on international experiences for students in the School of Education
- Worked with the School of Nursing on their efforts
Evidence of Progress for 2009-2010:

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

- Formal evaluation of campus-wide programs with surveys
- Discussion with faculty (CoP) on the International Learning Guidelines and the role in different schools
- Evaluation of collaborative internationalization and Multicultural initiatives on IUPUI’s campus

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

- Development of assessment ideas for some schools with international plans
- Review of activities in Mexico with the School of Dentistry
- Development of international initiatives for the School of Education

Activities planned for 2010-2011:

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

- International Learning Workshop
- International Service Learning Workshop
- Faculty Workshops on using the Global Crossroads Classroom
- Develop specific activities associated with the International Learning Guidelines
- International Faculty Orientation
- Partnership Mexico Lecture Series
- Service on Gateway to Graduation Program Advisory Board
- Facilitate infusion of international initiatives in Themed Learning Communities
- Develop and implement summer study abroad program in Kenya for IUPUI Honors College students
- Facilitate international research projects for IUPUI Honors College students
- Develop school-specific Partnership Mexico lectures and programs and engage identified classes and faculty

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 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.

- Provided increased assistance to program directors to minimize the time spent in administering the programs so they can focus on the academic components. Worked with Registrar, Bursar, and faculty directors to develop a system whereby program fees can be charged through the Bursar rather than collected by individual departments. The first programs began using the system in the spring of 2010.
- Worked with the Sunopsis programming 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 risk management and liability issues in international programs.
- Worked with program directors to develop 15 new study abroad programs.
- Based on the suggestion of the Study Abroad Advisory Committee, met individually with program directors to better prepare them for leading programs abroad.

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

- Solicited donations for the IUPUI Graduate International Experience Scholarship. A “Give Now” button was added to the Study Abroad website.
- Managed the IUPUI International Experience scholarship which included a $30,000 increase from the RISE initiative.
III.2.c. Offered professional development programs for faculty directors and student advisors.

- Offered a study abroad workshop for faculty directors on Risk Management and Liability Issues in International Programs.
- Director of Study Abroad met individually with program directors before their departure to discuss safety and security issues related to their programs and ways that the study abroad office can support them in case of a crisis.

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

- Held 3 study abroad fairs attended by over 1,000 people
- Hosted 25 information tables reaching approximately 200 people
- Gave 51 class presentations reaching 1,113 students
- Participated in the following campus events to promote study abroad reaching over 1300 students:
  - Kelley Awareness Fairs
  - Step onto Campus
  - Mentor Symposium
  - Career Event: Promoting RISE Initiatives
  - Fall Fest (replacing Campus Day)
  - Kelley International Event
  - Spring Break Health Fair
  - Summer Success Academy
- Held photo exhibit highlighting photos taken by IUPUI students abroad.
- Held 1st study abroad video contest. [http://www.youtube.com/group/iupuiabroad](http://www.youtube.com/group/iupuiabroad)
- Enhanced 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 fee to support the Study Abroad Office.
- 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.
- Continued to play a major role in the RISE initiative.
- Obtained new emergency cell phone for study abroad which is staffed 24/7 for program directors and study abroad participants to call in case of a crisis.

Evidence of Progress for 2009-2010:

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

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Number of IUPUI Study Abroad Programs Operating by Academic Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>2002-03</td>
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<tr>
<td>2009-10</td>
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</table>
A new record of 410 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.)

Activities planned for 2010-2011:

IIIA. 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 to be 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 improve the system whereby program fees are charged through the Bursar rather than collected by individual departments.
- Continued to develop emergency planning for study abroad programs.

IIIB. 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.
- Support IUPUI students in applying for national scholarships such as the Gilman, Boren, and Fulbright Scholarships. Held 4 workshops on Fulbright for interested students.

IIIC. Offer professional development programs for faculty directors and student advisors.

- Hold at least 1 faculty development workshop
- Rework the individual program leader meetings to best meet the needs of program leaders and to assist them in meeting best practices in the field.

IIID. Increase activity in publicizing programs and recruiting students for study abroad.

- Work with IUPUC to increase study abroad participation
- Increase campus outreach by holding class presentations, information tables, study abroad fairs and participating in campus events
- Improve program search functions on the study abroad website which should include a map as well as listing of search results.

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

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

Actions taken for 2009-2010:

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

- Nominated IUPUI-Moi University partnership for McJannet prize; selected as a finalist.
- Supported study abroad programs at all three of IUPUI's strategic partners: Moi University, Sun Yat-Sen University, and UAEH.
- Signed a system-wide Agreement of Friendship and Cooperation and an IUPUI strategic partnership alliance document with SYSU.
- After campus-wide planning with both IUPUI and Moi University, held Reconciliation conference in Eldoret, Kenya in May 2010.
- Planned for Partnership Mexico – a year-long program of Mexico-related activities on campus in 2010-2011.
- Expanded Confucius Institute activities to all of central Indiana. Established two Confucius Classrooms.
- Re-activated India Interest Group.
- Supported a variety of IUPUI programs in developing 2 + 2 programs with SYSU, two approved by system-wide Offshore Committee: Computer Science and Informatics.
- Led delegation to Universidad Autonomos del Estado Hidalgo (UAEH) and UCLAH March 2010 to engage Herron and start School of Education student teaching program.

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

- Pursued Office of Foreign Assets Control license for 2 + 3 + 1 program to further develop partnership with University of Tehran.
- New agreements to be signed and/or renewed in the UK, Israel, and China.
- Submitted a proposal for a new Turkish partnership.
- Six MOUs with international partners approved by system-wide Affiliations Committee.

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

- Hosted visitors or participated in visits from: Japan, Korea, Kenya, Mexico, China, UK, Egypt, Indonesia, Thailand, Bulgaria, Tunisia, India, Turkey.
- Continued to develop logistics coordinator position to assist with visits.

Evidence of Progress for 2009-2010:

- Sun Yat-Sen partnership was approved by the Chancellor and the Council of Deans and signed December 2009. Vigorous activity in developing 2 + 2 programs is underway.
- Travel warnings had a dampening effect on partnership activities with UAEH. Despite this, several new programs (Education, Art, and Spanish) are under development.
- U.S. Office for Foreign Assets Control (OFAC) license denied for expanded University of Tehran program was denied, given the climate of relations between Iran and the U.S.
- Several IUPUI partnership initiatives were denied approval by the system-wide IU International Affiliations Committee, including Athlum University, Swinburne, Queensland University of Technology, Changzhou Institute of Technology.

Activities planned for 2010-2011:

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

- Resubmit nomination for McJannet award.
- Pursue possibility of third reconciliation conference with Moi University. Further develop partnerships in nursing, education, tourism management, dentistry, Social Science Research Network, the Office for Women, and the Harambee Center, among others.
- Continue to support development of 2 + 2 programs and other exchanges with Sun Yat-Sen University. Pursue possibility of IUPUI office at SYSU.
- Manage the advancement of partnership with institutions in Hidalgo in the context of increased travel warnings in Mexico.
- Focus on Mexico through Partnership Mexico programmes on the IUPUI campus.
• Continue to pave the way toward agreement of friendship and cooperation and strategic partnership document with UAEH.
• Move forward on developing strategic partnership in India.

IV.1.b. Assist faculty, schools, and other units in developing specific collaborations of interest to them.
• Continue to advise and encourage collaborations in partnerships and other international collaborations.
• Play active role in developing system-wide offshore policies and advising IUPUI units in navigating the university international policy environment.

IV.1.c. Host international visitors and engage in conversations about potential collaborations.
• Host mayor of Hyderabad (Indianapolis’ new sister city), governor of Zhejiang, princess of Thailand, and others.

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 2009-2010:

IV.2.a. Piloted and supported the development of collaborative, interactive, distance learning courses and modules.
• Increased interactive video courses across schools.
• Worked with strategic partners for videoconference lectures.
• Developed team-taught course using interactive video.
• Connected with Indonesia, Mexico, South Africa, and Israel in the process of teaching International Studies, Truth and Reconciliation, and with SPEA, Nursing, and Education’s Themed Learning Communities.
• Delivered a ‘Truth and Reconciliation in Global Perspectives’ course in collaboration with universities in Israel, Northern Ireland, and South Africa.
• Delivered an International Studies course in the Global Crossroads.
• Continued to offer Scholars at Risk series.
• Facilitated First-Year Seminar courses in the Global Crossroads for international videoconferencing.
• Connected with Ambassador of Zimbabwe as part of Partnership Africa.

IV.2.b. Advance the use of IT to facilitate international communication and collaboration for research, creative activity, and professional application.
• Attempted meetings with joint research committee with the University of Tehran.
• Created category in the International Development Fund for innovative use of IT in international teaching and research.

Evidence of Progress for 2009-2010:
• The Global Crossroads is becoming increasingly subscribed. The technology is becoming a part of our interactions with partners.
• Newly established firewall in Iran created impediments in continuing communications.

Activities planned for 2010-2011:

IV.2.a. Pilot and support the development of collaborative, interactive, distance learning courses and modules.
• Facilitate videoconferences for School of Education classes with classes from UAEH.
• Continue Scholars at Risk and other high-profile speakers.
• Take advantage of the increased videoconferencing capacity with Kenya.

IV.2.b. Advance the use of IT to facilitate international communication and collaboration for research, creative activity, and professional application.
• Promote NSF grant opportunity.
• Continue to use videoconferencing to develop international research collaborations.
IV.3. Support the Center on Southeast Asia as a focal point for research, teaching, and applied work in that part of the world.

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

Actions taken for 2009-2010:

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

- Maintained communication with ANU-IU Pan-Asian Institute
- Maintained linkages between IUPUI and Gadjah Mada University (Indonesia), National Institute for Development Administration (Thailand), and Trisakti University (Indonesia), RMUT (Thailand)
- Initiated discussions with Sampoerna Foundation
- Participated in IU discussions with Pakistan Department of Higher Education
- Explored how best to contact Muhammad Yunus

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

- Continued to support international engagement of IUPUI faculty
- Served as faculty Fulbright representative for IUPUI

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

- Offered Southeast Asian Political systems (Y336) on both campuses

Evidence of Progress for 2009-2010:

- Sampoerna Foundation is actively interested in working with IUPUI. Contact was made with Muhammad Yunus. Productive discussions with Pakistan’s ministry of education.

Activities planned for 2010-2011:

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

- Continue discussions with Sampoerna Foundation
- Participate in visit of Princess Sirindhorn of Thailand
- Travel to Bangladesh to meet with Muhammad Yunus

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

- Continue to advise and assist faculty
- Continue to serve as faculty Fulbright advisor

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

- Continue to teach courses on Southeast Asia

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

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

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2009-2010:

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

- Publicized internal grant opportunities and assisted faculty in developing their ideas
- Added $5,000 for faculty to work on research project on site at strategic partner to the International Development Fund grants, including one to work with departments or schools in developing international plans
- Submitted application for 2011 for Bureau of Educational and Cultural Affairs capacity-building grant for Mexico
- Assisted Mathew Palakal (Informatics) in receiving World Learning contract for Algeria
- Played a role in the development of the IU Global Health Center application
- Worked with Department of Public Health in developing an internationalization plan as a result of their IDF grant

Evidence of Progress for 2009-2010:

- IU Global Health Center approved. Public Health initiatives well underway. World Learning approached us to participate in the Algerian project. BECA grant was recommended for funding but ultimately did not receive it.

Activities planned for 2010-2011:

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

- Continue to publicize internal grant opportunities and to assist faculty in developing their ideas
- Continue to develop meaningful categories within the International Development Fund
- Serve on board of directors of the IU Global Health Center

Goal VI(14,12),(984,963): IUPUI offers co-curricular programming and engages with the community in ways that extend international understanding and knowledge on campus and across Indiana.

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

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

Actions taken for 2009-2010:

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

- Continued to offer "Voices at Risk, Visions of Hope" Speaker series
- Continued to hold weekly Culture Hours
- Continued to collaborate on Common Theme activities
- Offered Partnership Africa Series
- Held sixth IUPUI International Festival with environmental theme

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

- Developed Partnership Mexico
- Produced IUPUI International Festival on Earth Day as part of IUPUI Common Theme
- Collaborated on CultureFest event

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

- Served as advisors for International Club, African Students Association, Caribbean Students Association, Saudi Students Club, Go Abroad Club
Evidence of Progress for 2009-2010:

- Twenty-six public programs were held for Partnership Africa (listed at [http://international.iupui.edu/partnership-africa/]). IUPUI International Festival was well-attended.

Activities planned for 2010-2011:

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

- Execute Partnership Mexico programming
- Continue Culture Hours
- Seventh IUPUI International Festival

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

- Plan Partnership China
- Continue to collaborate on CultureFest

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

- Continue to advise clubs listed above.

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

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

Actions taken for 2009-2010:

**VI.2. Consulted and collaborated with local organizations.**

- Continued collaboration with the International Center of Indianapolis, Nationalities Council of Indiana, Rotary Club, The Village Experience
- Continued engagement with Latino initiatives in the city
- Continued international outreach with Center for Inquiry (CFI) and other IPS and local schools
- Organized and oversaw IUPUI's participation in the Indianapolis International Festival
- Expanded collaboration with Indiana chapter of Partners of the Americas
- Played major role in Indianapolis Chinese Festival

Evidence of Progress for 2009-2010:

- International Center of Indianapolis now curates the "IUPUI International Flag Collection," while OIA staff serves on the ICI board of directors. IUPUI is a major community sponsor of the Indianapolis International Festival, which is organized by the Nationalities Council of Indiana.

Activities planned for 2010-2011:

**VI.2. Consult and collaborate with local organizations.**

- Provide cultural training as requested for professional associations engaged in exchange.
- Continue the collaborations listed above.

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

VII.1. OIA is managed in a productive, cost-effective manner that achieves IUPUI's internationalization goals.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

7.a. Assess and maintain staffing levels as appropriate to support office functions.
   - Participate in IU benchmarking process
   - Fill vacant positions and add new ones as appropriate

7.b. Effectively manage and enhance financial and spatial resource issues.
   - Plan for transitions of ELS space and financial arrangements.
   - Manage budget cuts mandated through IU system

7.c. Facilitate communications and information sharing across OIA.
   - Continue weekly and monthly meetings
   - Continue OIA staff listserv

7.d. Effectively manage transition(s) in OIA leadership.
   - Identify and integrate interim Associate Vice Chancellor
   - Participate in national search for permanent Associate Vice Chancellor

Fiscal Health

Reallocation Plan

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

   Our budget and planning priorities focus on (1) attracting and retaining international undergraduate students, while also supporting the international graduate student enrollment process; (2) promoting and supporting study abroad programs to enhance the student learning experience, and contributing to the RISE initiative; and (3) developing and supporting collaborative international partnerships involving a significant number of IUPUI schools. Advisory groups such as Study Abroad Advisory Committee ensure faculty input. The OIA management style is highly collaborative, involving staff across all levels of the organization in the planning process.

2. How do the plans within your unit align with the President’s Principles of Excellence and the Chancellor’s Guiding Principles? Please describe your process for integrating your unit’s plans with those of the campus.

<table>
<thead>
<tr>
<th>President’s Principle</th>
<th>Chancellor’s Guiding Principles</th>
<th>Strategic Plan for a New Era of Internationalization</th>
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<tbody>
<tr>
<td>IV. The International dimension of excellence</td>
<td>4. Continue to deepen international partnerships and increase international activity.</td>
<td>1. Accord internationalization a central position in the mission, core activities, policies, and reward structures of both the campus and its constituent units.</td>
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<td>9. Develop dynamic professional development programs that prepare faculty and staff across the campus for effective international work.</td>
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<tr>
<td>I. An excellent education</td>
<td>1. Continue to improve educational outcomes, from freshman success through graduation.</td>
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<td>3. Make <strong>global learning</strong> a hallmark of an IUPUI degree, across all disciplines and at all levels.</td>
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<td></td>
<td>6. Expand <strong>study abroad</strong> to new student audiences, focusing on learning experiences that foster skills of international interaction and collaboration.</td>
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<td>IX. The centrality of information</td>
<td>9. Continue to expand the use of information technology in learning and research.</td>
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<td>8. Explore the potential of <strong>advanced information technology</strong> to create innovative forms of international learning and collaboration not previously possible.</td>
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<td>11. Develop and make accessible a <strong>repository of information</strong> on IUPUI's international activities, for purposes of research, assessment, networking, and public relations.</td>
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<td>X. Responsible Stewardship of Indiana University's Resources</td>
<td>10. Continuously improve the efficiency and effectiveness of academic and administrative processes.</td>
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<td>2. Cultivate <strong>international partnerships</strong> as dynamic 21st century platforms for research, teaching, and mutual benefit.</td>
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<td>4. Support the international frameworks that are increasingly integral to IUPUI's research endeavors, laboratories, studios, and centers of excellence.</td>
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<td>7. Dramatically increase the number of <strong>international students</strong> pursuing IUPUI coursework and degrees, both near and far.</td>
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<td>10. Create a lively <strong>international atmosphere</strong> for the campus, brimming with lectures, films, performances, and visual stimuli.</td>
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<td>11. Enhance campus diversity via the Enrollment Shaping Initiative and provide support programs such as those offered in the Multicultural Success Center.</td>
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<td>12. Increase communication about priorities and achievements with internal constituents to strengthen community and collaboration and with external stakeholders to attract funding and top talent.</td>
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<td>5. Engage with the international interests and activities of organizations, agencies, and businesses in <strong>central Indiana</strong>.</td>
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We have many opportunities to integrate our plans with those of the campus, due to our representation on important campus committees, for example, the Diversity Cabinet, the Enrollment Management Group, the Core Group, New Directions in Learning, Office of Student Involvement and the Common Theme Project. We work closely with departments in schools in the development of study abroad programs, classroom internationalization, and development partnerships with universities outside the US.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

There is increasing need/motivation for U.S. universities to participate in international networks, coalitions, and partnerships as higher education becomes increasingly globalized. Students will move from nation to nation with some ease, alternatives to U.S. higher education will become increasingly available, and science and scholarship will be increasingly approached through international collaboration. Increasingly, institutions will be evaluated on having a comprehensive strategy for internationalization.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

Our highest priorities are:

1. **International student recruitment, enrollment and services** (key to advancing the Enrollment Shaping Initiative) - The presence of international students at IUPUI enriches the experience of domestic students, brings international perspectives directly into the classroom, and creates personal networks that can last a lifetime. International students constitute a high quality cohort, being retained at very high rates and achieving relatively high GPAs on the undergraduate level. Most international students pay out-of-state tuition and thus constitute a significant source of income to the campus.

2. **Study Abroad and internationalizing students’ academic experience** (key to advancing the RISE initiative) - 21st century forms of international learning must
enable students to interact directly with students and faculty outside their own countries, either in person or virtually. New forms of study abroad that draw in a wider range of students and send them to a broader spectrum of destinations continue to be developed, forms of varying lengths that stress the high impact methods of service learning, home stays, and direct enrollment in universities abroad. New ways of engaging with international students here in Indiana are also under development, including partnering programs and learning communities that foster on-campus dialogue. Direct videoconferencing with classes overseas is increasingly becoming a common feature in IUPUI courses.

(3) Strategic partnerships - IUPUI’s internationalization is driven by spreading international learning, research, and engagement across all units, including those not historically involved in international work. It focuses on building dynamic international partnerships that advance research, further student learning, share resources, and improve local communities. It has resulted in many new programs that enhance research, teaching and service at IUPUI.