2007-2008 Academic Affairs - International Affairs

Section	Document Name

Mission

Engaging the World through Education and Partnership

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

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

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

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

Values

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

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

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

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

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

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

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

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

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

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

Goals and Objectives

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

I.1. Engage in a continuous process of planning, assessment, and improvement for the internationalization of IUPUI.
   Campus Planning Theme:
   Secondary Goals:
   Sub Unit:
   Time Frame:

Actions taken for 2007-2008:

I.1.a.   Monitored and revisited at least 2 dimensions of campus internationalization.

(New item for 2008–2009)

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

- Played key role in the Enrollment Shaping Initiative and saw 20% increase in international students, with particular growth in targeted countries.
- Participated in the Academic Plan's Degree Goal and Study Abroad groups, which led to the Rise to the Challenge initiative. Study Abroad participation increased 20%.
- Director of Curriculum Internationalization was a member of the IUPUI team at the National Summer Institute for Learning Communities to discuss internationalization of the learning communities.

I.1.c.   Tracked, assembled, and disseminated information on IUPUI's international activities, students, and faculty.

- Progress on list of international courses at IUPUI for database of international activities
- Disseminated information on international events and activities via press releases and OIA listserv Intl News
- Study Abroad Director worked to enhance the data management capabilities of the study abroad office. For the first time, a Graduate Assistant was assigned to the Study Abroad Office to assist in this process.
- Director of Curriculum Internationalization conducted a survey of activities in Mexico by members of the Mexico Interest Group.
- The Director of the Center on Southeast Asia conveyed such information on multiple university visits across Southeast Asia.
- Completed the 2008 Open Doors report (national database maintained by Institute for International Exchange) for the 2006–2007 academic year on study abroad participation and international students and scholars at IUPUI.

I.1.d.   Engaged OVPIA in continuous dialogue on international policies and   other matters related to all of IU.

- Participated in monthly OVPIA Cabinet meetings.
- Worked with OVPIA to modify new policy on Memoranda of Understanding.

Evidence of Progress for 2007-2008:

I.1.a.   **Monitored and revisited at least 2 dimensions of campus internationalization.**

(new item)

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

- 20% increase in both international students coming in and IUPUI study abroad students going out.

I.1.c.   **Tracked, assembled, and disseminated information on IUPUI's international activities, students, and faculty.**

- International Admissions website overhauled.
- Intlnews listserv has 263 subscribers.
- Intlnews-students-l has over 2,000 subscribers.
- 10 press releases submitted to Media Relations.

Activities planned for 2008-2009:

I.1.a. Monitored and revisited at least 2 dimensions of campus internationalization.

- Searchable database of international courses available online.
- Begin tracking of international research by faculty.

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

- International Affairs staff will play key roles in the RISE to the Challenge planning and town hall meetings.
- International Affairs staff will continue to play key role in the Enrollment Shaping Initiative.
- Play a collaborative role with new campus diversity initiatives.

I.1.c.   Tracked, assembled, and disseminated information on IUPUI's international activities, students, and faculty.

- Produce and distribute one e-newsletter.
- Continue to develop database on international research.
- Complete the 2009 Open Doors report for the 2007–2008 academic year on study abroad participation and international students and scholars at IUPUI.
- Will work with IUB to develop a university-wide data management system for study abroad. This new system will include opportunities to automate many currently manual functions and will link with SIS.
- Mexico Interest Group website will be created with links to campus and community initiatives.
- The Director of the Center on Southeast Asia will continue to distribute such information in SEA to use it to prompt new international linkages.

I.1.d.   Engage OVPIA in continuous dialogue on international policies and other   matters related to all of IU.

- Work with OVPIA on policies for study abroad course fees.
- Take leading role in developing OVPIA policy on offshore operations.

I.2. Convene cross-campus committees and engage in dialogue with schools aimed at advancing international initiatives and activities.
   Campus Planning Theme:
   Secondary Goals:
   Sub Unit:
   Time Frame:

Actions taken for 2007-2008:

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

- Supported meetings of the IUPUI Study Abroad Committee to discuss initiatives across the campus related to study abroad.
- Facilitated monthly meetings of the campus-wide Mexico Interest Group, Moi Partnership Steering Committee, and Confucius Institute.
- Redesigned the IUPUI International Council; postponed initial meeting until after IU Internationalization Plan released.

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

- Consulted with nearly every school on campus on matters of study abroad, international students, and international partnerships.
- Associate Vice Chancellor was involved in planning and implementation of Multicultural Center.
- Assist 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.

- Worked with School of Law on USAID project for legal education in Egypt.
- Worked with School of Liberal Arts for development of Euroculture exchange program.
- Shared International Credentials Analyst position with Kelley Direct.

Continued Title VIa grant to internationalize the undergraduate curriculum of Engineering, Education, and Social Work through partnership with Gadjah Mada University (GMU) in Indonesia.

Evidence of Progress for 2007-2008:

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

- Study Abroad Committee met monthly.
- International Council redesigned and authorized by Executive Vice Chancellor.
- Held over 50 meetings with Moi Steering Committee, Mexico Interest Group, Confucius Institute and other interest groups (including India Interest Group).

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

- Consulted with nearly every school on campus on matters of study abroad, international students, and international partnerships.
- Multicultural Center established in Spring 2008.
- 9 study abroad proposals and 15 memoranda of understanding for university-wide review submitted.

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.

- School of Law on USAID project enrolled roughly 50 students in Cairo and Alexandria for LLM in European and American Law in 2007–2008.
- Six European students from Euroculture exchange program enrolled at IUPUI for Fall 2008 semester.
- Ten faculty from Engineering, Education, and Social Work worked with partners from Gadjah Mada University in developing international course modules.

Activities planned for 2008-2009:

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

- Activate new International Council.
- Establish redesigned campus-wide Study Abroad Committee to better align with new International Council and have members appointed by the Dean of each school.
- Establish new International Student Advisory committee to align with new International Council.

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

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

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.

- Submit proposal for Fulbright Hayes Group Projects Abroad grant to enhance participation in the IUPUI-Moi Partnership across many units.
- Collaborate with Center for Service and Learning in establishing a new grant for the development of international service learning programs for undergraduates.
- Submit a Fulbright-Hays Groups Projects Abroad grant for faculty and student study and travel to Kenya during the summer of 2009.
- Continue Kelley Direct funding of ½ International Credentials Analyst position.
- Collaborate with Vice Chancellor for Research on reworking the International Development Fund grant.
- Collaborate with Vice Chancellor for Research on establishing visiting international scholar grants.

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

Actions taken for 2007-2008:

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

- Travel grant instituted for OIA staff.
- OIA staff attended and presented at:
  - ACE Internationalization Collaborative
  - NAFSA: Association for International Educators (state, regional, and national conferences)
  - European Association of International Education
  - Association of International Education Administrators
  - NASULGC International Commission
  - American Association of College Registrars and Admission Officers
  - BALANCE Seminar in Turku
  - Forum on Study Abroad
  - International Studies Association
  - Consortium on North American Educational Cooperation

- Facilitated on-campus professional development activities:
  - Fundamentals of Supervision Certificate
  - Annual OIA retreat
  - National Webinars (e.g., pandemic flu planning, international scholars)
- OIA staff held leadership positions in:
  - Association of International Education Administrators
  - NAFSA
  - NASULGC International Commission
  - American Anthropological Association

Evidence of Progress for 2007-2008:

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

- Two OIA staff traveled abroad in the first year of travel grant.
- OIA staff attended and presented at conferences of 10 distinct professional organizations concerned with international education.

Activities planned for 2008-2009:

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

- Continue OIA travel grant program.
- Continue support to local, national, and international meetings with strong development opportunities.
- Continue to provide on-campus opportunities.

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

☒ II.1. Operate from a comprehensive and effective approach to International Enrollment Management.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

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

- Established student group codes and standards for non-resident scholarships in conjunction with domestic admissions and the Scholarship Office.
- International Admissions attended some of the Enrollment Center staff meetings and met with staff from the Scholarship Office.
- Played key role in Enrollment Shaping Initiative (see above).

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

- Developed a 3-year strategic plan for international recruitment targeting specific countries.

- Reorganized recruitment staff.

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

- Developed a more seamless, cohesive process to identifying and awarding resident and non-resident scholarships which enhances our international recruitment efforts.
- Established effective working relationship with Enrollment Services around the Enrollment Shaping Initiative.

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

- International enrollments increased 20% from Fall 2007 to Fall 2008.
- International enrollment grew to 4.5% of total enrollment (IUPUI peer average is 6%).

Activities planned for 2008-2009:

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

- Continue monthly meetings with Enrollment Services.
- Establish International Student Advisory Committee.
- Attend the Recruitment, Enrollment and Admissions Professional Staff (REAPS) meetings on a regular basis.
- Meet with Scholarship Office to coordinate admissions-based scholarships.
- Develop better coordination between the domestic Office of Admissions and OIA for identifying applications that were submitted in error to the wrong office.
- Meet with the relevant offices to clarify and document the process of international students who are coming to IUPUI as returning students or inter-campus transfers.

II.1.b.   Strategic planning increases IUPUI's international enrollments to a level at or above its peers.

- Assess effectiveness of strategic plan and revise as needed.

☑ II.2. Develop and implement a robust, multifaceted student recruitment program.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

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

- Targeted travel to nations identified in strategic plan.
- Worked with Saudi mission on their special scholarship program.
- Supported the "2+2" program for Business students from Trisakti University (TU), Indonesia.
-          Worked closely with the ELS Language Centers at IUPUI to meet with prospective students.

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

(new item)

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

(new item)

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

(new item)

Evidence of Progress for 2007-2008:

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

- International enrollment increases were greatest for targeted countries.
-          2+2 program yielded a dozen new students enrolled at IUPUI.

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

(new item)

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

(new item)

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

(new item)

Activities planned for 2008-2009:

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

- Recruitment Brochures in key languages.
- Pursue various possibilities for 2 + 2 programs with universities abroad.
- Develop a strong relationship between recruitment and admissions by including admissions staff in direct recruitment activities when resources and workload permit.
-          Develop a more streamlined process for ELS students and their ELS agents to apply for both undergraduate and graduate degree programs and receive a conditional letter of admission.
-          Increase recruitment trips to targeted countries.

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

-          Develop system for tracking this yield.

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

-          Work with Enrollment Services the TELESMA CRM.

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

- Revamp international recruitment and application website.

☑ II.3. Communicate with and admit well-qualified students in a timely and effective manner.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

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

(new item)

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

- Completed automation of undergraduate admissions correspondence and started developing business practices that will allow for automation of the graduate admissions correspondence.
- Moved the admission decision process from the Assistant Director to the International Credentials Analysts.
- Established a part-time International Credentials Analyst position to be used on an as-needed basis to focus on transfer credit and to assist with admitting students.
- Used Data Systems Analyst's reports to assess rate of processing and adjust procedures accordingly.

Evidence of Progress for 2007-2008:

II.3.a   Yield of applicants admitted who enroll.

(new item)

II.3.b.   Speed of processing applications maintained or enhanced.

- Improved business practices have resulted in faster turnarounds in processing and less need to defer students to a later semester due to late processing. We have also been able to establish greater consistency in applying admissions standards and in processing transfer credit.

Activities planned for 2008-2009:

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

- Develop system for tracking this.

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

- Utilize the functionality of the new CRM for creating standardized communications with international prospects and applied students.

- Work with UITS on its study of how IUPUI departments are using OnBase document imaging system.

- Continue automation of admissions correspondence by focusing on the graduate admissions letter.

- Design an IUPUI version of the F1 Transfer-in process in iOffice.

- Develop a denial/referral letter for students who may want to attend Ivy Tech Community College or Vincennes University.

- Develop strategies for using data collected through the e-acceptance form in order to project enrollment, understand why students choose not to enroll, and follow up on requests for deferment.

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

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

- Add an additional DSO for the creation of I-20 visa documents for undergraduate admissions.

- Streamline non-degree application process by combining undergraduate non-degree, undergraduate visiting and graduate non-degree application and instructions into one.

- Revise transfer credit handouts to better reflect the process for evaluating undistributed credit, distributed credit and requests from departments for credit from institutions not having full recognition as degree-granting institutions in their home country.

- Revise format for Financial Information and Instructions for both graduate and undergraduate students to better reflect the estimated expenses.

☑ 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 2007-2008:

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

- Improved system of internal coordination within OIA.

- Training offered to departments and system of communication with departments improved.

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

- New online advisors' manual enabled staff to access regulatory information and provide it to stakeholders easily.

- Effectively responded to major changes in employment-related regulations for F-1 visa students. Carefully monitored changes, and provided regular updates to students in a timely and coherent format. Revised forms and handouts, altered business practices to accommodate changes.
- Worked with Schools to evaluate assignment of CIP codes where it affected possible employment benefits for F-1 visa students under new regulations.
- Responded timely to OPT Validation project initiated by the Department of Homeland Security. All requirements met.

II.4.c.   Policies and procedures developed, enhanced, and effectively   communicated.
- Developed SEVIS compliance timeline to ensure accurate and timely reporting each semester.
- Routinized system for providing grade and enrollment reports to program sponsor/coordinators to ensure continuation of student financial support.
- Continued to tailor iStart (iOffice-related student self-service system) eforms to serve the needs of IUPUI students. Expanded number of eforms available for student use.
- Increased walk-in hours for students.

Evidence of Progress for 2007-2008:

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

- Response time faster than previous year and beat projected completion date.

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

- Continued compliance with government reporting regulations in SEVIS.
- Students were given adequate notice of pending deadlines.

II.4.c.   Policies and procedures developed, enhanced, and effectively   communicated.
- SEVIS compliance timeline enabled all staff to stay on track with all compliance-related deadlines.
- Program sponsors received requested reports on student enrollments and grades according to their requirements.
- Students can more readily access services from a distance, eliminating the need to visit OIA in person.
- Students have increased access to advisors with additional walk-in hours.

Activities planned for 2008-2009:

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

- Adapt iOffice to accommodate IUPUI processes for scholars.

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

- Continue compliance with government reporting regulations in SEVIS.

- Continue to closely monitor regulatory activity and ongoing communications

- Prepare and apply for IUPUI recertification under SEVP (Student and Exchange Visitor Program). Apply for IUPUC certification.

- Operationalize use of the J-1 Student Intern category.

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

- Work with Office of the Registrar to develop system for group issuance of official transcripts for students sponsored by Saudi Arabian Cultural Mission (SACM)

- Work with the Office of the Bursar to facilitate more efficient handling of SACM-sponsored student billing.

- Reorganization and hiring of support staff to more effectively handle processing workload for larger student population.

- Reorganize website and develop increased content to provide improved resources for students, scholars, and departments.

- Hire graduate assistant who will specialize in the needs of sponsored students and exchange students.

- Enhance descriptive materials for exchange options for departments.

☑ 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 2007-2008:

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

- Developed a Facebook group designed to welcome newly admitted students to IUPUI and to provide essential pre-arrival information.

- Worked with Orientation Services to facilitate online orientation registration process for international students

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

- Added Safety Workshop and Housing Workshop to Orientation Week.

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

(new item)

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

- Revised the Handbook for International Students and Scholars by revamping format and adding new content.

Evidence of Progress for 2007-2008:

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

- 77 students utilized Facebook in Spring 2008 to find roommates and get information about Indianapolis, the Peer Mentoring Program, how to get a visa, and similar information.

- Online orientation registration process was completed.

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

- Student evaluations were positive for Fall 2007 Orientation.

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

(new item)

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

- Post-orientation student evaluations were positive for Fall 2007.

- Collecting official documents during Orientation Week resulted in fewer restrictions on registration for second term.

Activities planned for 2008-2009:

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

- Develop improved system for collecting pre-arrival information from students, which will assist us in improving our responses to their needs.
- Develop automated system of communication for newly admitted students.
- Work with Orientation Services in University College to improve the online registration process for international students.

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

- Admissions will continue to participate in orientation activities but will re-organize the transfer credit session from a general presentation to a more individualized approach.

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

- Alter staff responsibilities to accommodate the change.
- Hire necessary seasonal support staff.

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

- Move Orientation to Campus Center, and revise check-in flow according to new location.
- Develop a Services Fair to provide new students easy access to cell-phone companies, banks, apartment complexes, and other service providers.
- Explore orientation models used by schools with larger populations, and implement strategies to accommodate larger groups
- Establish dedicated group of volunteers to support orientation programming.
- Develop per-student orientation budget, and seek out sources of funding.
- Establish Welcome desk to greet new students upon arrival and provide essential pre-orientation information.

☑ II.6. Provide innovative and effective programming that facilitates campus engagement and integration of international students and scholars.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

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

- Expanded size of International Peer Mentoring Program to accommodate increased student population.
- Hired International Services Programming Assistant to expand and improve activities and events for international students.
- Held Saudi Student Discussion Forum, in which students were able to voice their needs and concerns to faculty and staff members in attendance.
- Held successful International Student Employment Conference in cooperation with the Career Services Council and sponsoring immigration attorneys.
- Offered new workshop on Winter Driving Skills in conjunction with AAA.
- Helped facilitate insurance information sessions held by Aetna Student Health representatives.
- Held conference on working with students from Iran.
- Began working with the Office of Professional Development to create faculty training program on teaching international students.
- Hosted international visitors at events designed to increase their sense of connection to the IUPUI community.
- Held International Welcome Reception for new international students and scholars.
- Began working with Saudi Student Club to revitalize their engagement in the IUPUI community.

Evidence of Progress for 2007-2008:

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

- An additional 10-15 undergraduates per semester served by Peer Mentoring Program.
- Saudi Student Discussion Forum well attended by staff and faculty.
- International Student Employment Conference was very well attended.
- MTLI focused on teaching international students.
- International Welcome Reception was very well attended.
- Saudi Student Club now engaged with the IUPUI community.

Activities planned for 2008-2009:

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

- Expand Employment Conference to cover new areas related to careers.
- Offer Stress-Management Workshop in cooperation with CAPS.
- Develop new opportunities for international students to develop community, such as study groups, coffee hours, pitch-ins and outings.
- Explore creative ways to fund events for international students.
- Develop a council of university faculty/staff who have a special interest in the needs of international students. The council will serve as a way for OIA to disseminate important information regarding international students, and also as an outlet for brainstorming on new ways to support international students campus-wide.
- Develop an International Student Advisory Board, in which selected students represent the needs of international students to OIA and other key departments.
- Revive newsletter written for (and by) international students.
- Explore with the Multi-Cultural Center the possibility of developing Nationality Months (a complement to the domestic diversity months, such as Hispanic Heritage Month).
- Begin working with Communications Faculty member to develop an organization that will foster friendship and understanding between American and Arab students.

☑ II.7. Maintain and advance International House as a model living-learning community.
Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2007-2008:

II.7.a.   Maximum occupancy with diverse mix of students achieved.

- Strategically accepted some semester-only fall students to be able to accommodate new students in the spring.

II.7.b.   Relevant and well-attended programming involving I-House occupants delivered.

- Weekly Culture Hours was held each Friday during Fall and Spring semesters.

Evidence of Progress for 2007-2008:

II.7.a.   Maximum occupancy with diverse mix of students achieved.

- Occupancy at 100% with 30% domestic students and 70% international students.

II.7.b.   Relevant and well-attended programming involving I-House occupants delivered.

- High levels of student satisfaction achieved.

Activities planned for 2008-2009:

II.7.a.   Maximum occupancy with diverse mix of students achieved.

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

II.7.b.   Relevant and well-attended programming involving I-House occupants delivered.

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

☑ II.8. Collaborate with the Multicultural Center, the Special Assistant Chancellor for Diversity, Equity, and Inclusion, and similar units to support campus diversity goals and initiatives.
Campus Planning Theme:
Secondary Goals:

Sub Unit:
Time Frame:

Actions taken for 2007-2008:

II.8.a.   Engaged in regular communication in areas of significance.

- Communicated with Vice Chancellor for Student Life and Director of Adaptive Educational Services (AES) about how we could increase participation of students with disabilities in study abroad.
- Associate Vice Chancellor chaired task force that implemented the Multicultural Center.

II.8.b.   Collaborated on joint activities.

- Director of Curriculum Internationalization is an active member of the campus-wide Community of Practice on Multicultural Teaching.

Evidence of Progress for 2007-2008:

II.8.a.   Engaged in regular communication in areas of significance.

- Multicultural Center opened Spring 2008.

II.8.b.   Collaborated on joint activities.

- Progress made in meeting study abroad needs of students with disabilities.

Activities planned for 2008-2009:

II.8.a.   Engage in regular communication in areas of significance.

- Establish regular meetings with director of Multicultural Center and director of Student Life and Global Engagement.

II.8.b.   Collaborate on joint activities.

- Representatives from Adaptive Educational Services will explore possibilities for students with disabilities at IUPUI's strategic partner Autonomous University of the State of Hidalgo (UAEH).
- Organize a workshop for study abroad faculty directors on including students with disabilities in study abroad.
- Develop checklists for program directors to use when developing a study abroad for 1) evaluating a site/program 2) identifying the skills necessary for participation in a particular study abroad program.
- Implement a new system to communicate with AES when students are accepted into a study abroad program so students with disabilities can be identified and appropriate assistance made available to students.
- Meet with new Special Assistant to the Chancellor for Diversity, Equity, and Inclusion to explore how we can work to include more students from diverse backgrounds in study abroad programs.
- Work with the Multicultural Center to organize at least 2 common programs.
- Director of Curriculum Internationalization will continue as an active member of the Multicultural Teaching Community of Practice.

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 2007-2008:

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

- Played a leading role in Community of Practice for PUL 5.
- Global learning resource web pages created.
- Development of RISE initiative supported (see above).
- Compiled database of international courses offered at IUPUI.
- Worked with the director of Themed Learning Communities (TLC) to discuss internationalizing the TLCs.
- Together with the Center for Teaching and Learning, co-hosted a symposium on internationalization.

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

- Director of the Center on Southeast Asia revived the Southeast Asian Political Systems (Political Science Y336) course.
- Supported the new International Studies BA program.
- Taught Global Dialogues course.
- Supported Engineering & Technology faculty in attending ACE Internationalization Collaborative.
- Title VIa grant supported internationalization of Engineering & Technology, Education, and Social Work.
- Plater International Scholars Program development continued.

Evidence of Progress for 2007-2008:

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

- There are now Themed Learning Communities on international topics.
- International pedagogy resource web pages are now up and running.
- RISE initiative became an IUPUI priority.
- Plater Scholars program had roughly 25 students by Fall 2008.
- 70 faculty/staff attended International Symposium in Spring 2008.

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

-            International Studies BA program has about 50 undergraduate majors.
-            Very strong student evaluations of Global Dialogues course.
- Several courses in Engineering & Technology, Education, Social Work internationalized.

Activities planned for 2008-2009:

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

- Continue to support the development of RISE.
- Lead IUPUI Team to AAC&U Global Learning Symposium.
- Continue developing Plater Scholars program.
- Co-sponsor major IU workshop on Global Learning.
- Continue to lead the Community of Practice for PUL 5.
- Continue to support internationalization of TLCs and First-Year Seminars.

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

- Explore establishing small grants for departmental internationalization.
- Work with at least one department on integrating study abroad into requirements for major.
- Apply for external funding to increase faculty ability to teach on Kenya.
- Upload new resources on implementing elements of global learning to the OIA website (http://international.iupui.edu).

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 2007-2008:

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

- Worked with 9 program directors to develop their OSAC proposals.
- Assisted in the operation of the 36 IUPUI study abroad programs that ran this year.
- Worked with Bursar and Registrar to develop a system to collect program fees for study abroad programs.
- Worked on the creation of a data management system to support study abroad programs.

- Continued to develop emergency planning for study abroad programs at IUPUI, including emergency response/pandemic flu materials and developing web-based resource information for emergency response including an e-form for incident reporting.

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

- Supported Tourism Events and Conventions Management (TCEM) in their grant to the Efroymson Foundation to support students studying abroad.
- Solicited donations for the IUPUI Graduate International Experience Scholarship.
- Supported including study abroad stipends in prestigious scholarship programs.
- Facilitated campus discussions related to instituting a fee to support the work of study abroad on campus.

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

- In conjunction with the Center for Service and Learning, held sessions on International Service Learning for faculty study abroad directors.

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

- Held numerous study abroad information tables, fairs, and classroom presentations.
- Study Abroad was promoted at a variety of campus-wide events including the Honors Bridge, Step onto Campus, Explore the Roar, and Campus Day, reaching more than 6,200 students.
- Worked on the development of a new, more user-friendly website.
- Utilized IUPUI news outlets such as JagTV, JagNews, IntlNews to promote study abroad.

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

- Led Academic Plan team that developed plan for Study Abroad.

Evidence of Progress for 2007-2008:

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.

- 9 programs received approval in 2007–2008 academic year by OSAC:
    - Social Work–Kenya;
    - Confucius Institute–China;
    - Math–France;
    - Tourism–Germany;
    - Men's Basketball–Peru;
    - Women's Soccer–Europe;
    - Engineering–Mexico;
    - Engineering–Germany;
    - SPEA–Russia (new location).

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

- Several new scholarships came with study abroad stipends.
- TCEM received external funding for study abroad.

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

- In conjunction with the Center for Service and Learning, held sessions on International Service Learning for faculty study abroad directors.

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

- For the 2007–2008 academic year, study abroad participants totaled 393, an 18% increase from previous year.
- 19 information tables were held at various locations across campus.
- 2 study abroad fairs were held with a total of about 300 attendees.
- 25 classroom presentations were held, reaching more than 550 students.

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

- RISE initiative accepted as campus priority.

Activities planned for 2008-2009:

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

- Provide increased assistance to program directors to minimize the time spent in administering the programs so they can focus on the academic components.
- Work with Registrar, Bursar, and faculty directors to implement a system whereby program fees can be charged through the Bursar rather than collected by individual departments.
- Develop a data management system which will allow program directors to track the status of participant applications and to access emergency information.
- Continue to develop emergency planning for study abroad programs at IUPUI.
- Work with program directors to develop additional study abroad programs.
- Implementation of the data management system ready for Fall 2009.

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

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

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

- Offer at least three study abroad workshops for faculty directors.
- Meet with at least two departments or schools to brainstorm with them on ways to integrate study abroad into their curriculum.
- Participate in the 2008 Plater Institute on Experiential Learning which will include global learning and study abroad prominently.

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

- Increase number of fairs, information tables, classroom presentations.
- Photo exhibit highlighting photos taken by IUPUI students abroad.
- Launch new study abroad website.
- Develop podcasts highlighting students' international experiences to promote study abroad.
- Maintain updated information and enhance the Study Abroad Facebook presence.
- Increase the utilization of IUPUI news outlets such as JagTV, JagNews, etc.

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

- Implement new fee to support the Study Abroad Office in Spring 2009.
- Develop a more robust IUPUI Campus Study Abroad Committee to develop study abroad policies for IUPUI.
- Continue to play a major role in the RISE initiative.
- Develop policy manual for study abroad.

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

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

Actions taken for 2007-2008:

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

-            Played lead role in
    -    IUPUI-Moi University Steering Committee;
    -    Confucius Institute;
    -    Mexico Interest Group.

- Facilitated the expansion of faculty collaborations in multiple new fields.
- Provided financial support for 5 Moi University scholars to come to IUPUI.
- Led faculty-staff trip to Universidad Autónoma del Estado de Hidalgo.
- Visited Sun Yat-sen University twice to advance the partnership.
- Provided partial financial support for 21 faculty to visit partners.
- Played leading role in monitoring and communicating on the political crisis in Kenya.

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

- Assisted in preparation of about 15 new MOUs.
- Provided key support to Law School in their USAID project with Universities of Cairo and Alexandria.
- Participated in Engineering & Technology trip to Turkish Universities.
- Collaborated and supported Center on Philanthropy in developing partnerships in Egypt, China, Turkey.
- Played lead role in advancing the partnership with University of Tehran.

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

- Received roughly 10 visiting delegations.

Evidence of Progress for 2007-2008:

Activities planned for 2008-2009:

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

- Continue to lead delegations to Kenya, Mexico, China.
- Continue to convene meetings of IUPUI–Moi Steering Committee, Mexico Interest Group, Confucius Institute.
- Develop special symposium on harmonization in Kenya.
- Collaborate on Fall Symposium on Mexican immigration to the U.S.

Fiscal Health

Reallocation Plan

Other Question(s)

1. If you had to implement a budget reduction of 3-5% in your base general fund budget, a) would would be your budget priorities and b) what strategies would you employ to walk the fine line of maintaining critical operations and investing in your future? Please describe how faculty and other stakeholders will be involved in the decision making process.

a)   **OIA Budget Priorities**:
To maintain current speed of processing applications for admissions and visas

To continue to move toward goal of bringing IUPUI's international enrollments to
 level of peer institutions.

2006-07   3.8% of the total IUPUI student body
2007-08   4.5%
Peer average   6.0%
To continue to move toward goal of bringing IUPUI's study abroad enrollments
           to level of peer institutions.

2006-07   1.1% of IUPUI student body studied abroad
2007-08   1.3%
Peer average   1.6%

To continue to support the development and growth of international partnerships as a central (and cost-effective) means of campus internationalization.

To continue to promote the use of IT as a central (and cost-effective) means of campus internationalization.

To continue to support curriculum internationalization across all disciplines.

To increase co-curricular programming (and attendance at such programs) on international themes.

b)   **OIA Budget Strategies if there is 3-5% cut**

Depending on whether or not CTE funds are included, this would mean cutting $40,000-$90,000 out of our current expenditures and/or finding alternate funding. It also means that if we need to add new recruitment, admissions, and study abroad staff to deal with increasing numbers, we must either make further cuts or seek alternate funding. If growth continues, and we are not able to add staff, there will be significant declines in service, cutting back to the basic, mandated activities and lengthening processing time.

Our strategies:

1)Cut certain current expenditures:

Cap travel for OIA staff, cutting up to $40,000 from current levels by:
           Cutting international per diem reimbursement rates in half
           Limiting the number of individuals who attend conferences, site visits
           Making even greater use of IT for international communications
           Signing up for national webinars to replace conference attendance as a
               means of staff development
           Suspending the Staff International Travel Award program that enables
 OIA staff who do not normally travel abroad to propose projects
that would enhance their ability to deal with international students
 and other matters
           Substantial cuts to the Special Fund for Supporting New International Initiatives
                       Reducing it from $25,000 to as little as $10,000.

           Substantial cuts to the Budget of the Center on Southeast Asia
                       Reducing it from $30,000 to as little as $10,000.

           Cutting back on the hours that the OIA Front Desk is open for walk-in
                       student/scholar queries.
           Reducing hourly costs by $10,000 and increasing speed with which
 admissions staff to process on-line applications.

           Suspend the filling of the newly created clerical support position.
           Covering these tasks with hourly assistance, thereby saving roughly
                           $15,000 annually.

2)Seek alternate sources of funding for key functions and important initiatives:

Have applied to Enrollment Shaping Funds for one additional recruitment staff to support efforts, especially in area of e-communications/websites

Support continued growth of ELS Language Center as source of both income
 (they pay per capita rent) and students (75% of their students are now
eventually admitted to IUPUI)

Support continued growth of study abroad through fees
implemented Study Abroad Program Fee ($75) in 2008-09
would prefer to replace this with general International Learning Fee ($5/semester)
           Raise visa services fees to level of IU-Bloomington (a 30% increase)
           Apply for external grants to support student/faculty mobility and curriculum
                       development
                       (3 such proposals are now under review or construction)

           Rework the International Development Fund, raising its level to match its original
                       charter and covering more kinds of international initiatives:
                       Faculty grants for collaborative and international research
                       International travel grants
                       Basic support for work with strategic international partnerships
                       Departmental curriculum internationalization development grants

           Mount a more aggressive campaign for international initiatives through the
IU Foundation

           4)Collaborate with other units and international partners
Cultivate low-cost student/faculty/staff exchanges with select partner institutions
[now being reworked with proposed university-wide policy – must work
 to keep negative budgetary effects of this change low]

Split admissions positions with interested schools (e.g., Kelley)

Negotiate office time-sharing plan with School of Education (for staff needs)

Have set up bi-weekly meetings with Multicultural Center and Student Life to
collaborate on co-curricular programming; monthly meetings with Enrollment Services and the Core Group of Academic Affairs; less formalized but active work with the Consortium on Learning, University College, Office of Research, the Graduate School, Campus Housing, Student Scholarships, and all IUPUI schools

Continue to negotiate strong IUPUI presence in allocating university-wide international funds

Continue to promote use of interactive videoconferencing with international partners for internationalization of both teaching and research

Use newly reformulated International Council to work on these issues, as well as the 7-8 area interest groups (e.g., the IUPUI-Moi Steering Committee) that the OIA convenes (see below)

5) Miscellaneous

Continue the automation of the last few years

Continue to outsource time-consuming cases to private consultant, rather than spend costly staff time on them

Maximize use of student assistants, temporary workers during peak seasons

C) **Involving Stakeholders**

OIA staff are in regular conversation with a wide variety of stakeholders across the campus and beyond (see above). In this regard, we will be using three committees for special input and feedback as we work through the budgetary and planning issues ahead of us. Each of these committees is composed of representatives appointed by the deans of IUPUI's schools.

International Council

The International Council replaces the former International Affairs Advisory Committee. The Council constitutes a campus-wide forum for recognizing, supporting, and enhancing internationalization. It advises the Chancellor, Executive Vice Chancellor, and Office of International Affairs on matters of international policy and strategy. It is concerned with the broad goals of internationalization, with campus-wide strategies, and with the ways in which specific activities can be coordinated with each other for greater impact. The other two committees will periodically give reports and seek feedback from the Council. During spring 2009, the Council will explore the ways in which IUPUI can respond to the new IU Internationalization Plan.

Study Abroad Advisory Committee

An SA Committee has existed at IUPUI since 2005. It is now being restructured to align with the International Council and to insure representation from all units concerned with education abroad. The new SA Committee will advise the International Council and the IUPUI Study Abroad Office on matters related to overseas study. Members will be liaisons for their units, exploring ways in which the Study Abroad Office can support their efforts, methods for encouraging greater study abroad participation by students, policies and procedures that will advance study abroad in general, best practices for IUPUI study abroad programs, and unit-specific issues and concerns. The committee will also administer the IUPUI International Experience Scholarship. During spring 2009, the SA Committee will also assist in the implementation of the RISE initiative, discussing ways that schools and departments can increase "I" opportunities for their students.

International Enrollment Advisory Committee

This new committee will advise the International Council and the OIA on matters of international enrollment management; that is, goal-setting, recruitment, admissions, and retention of international students. The IE Committee will consider such issues as setting school-specific targets for international students, recruitment strategies, country-specific admissions criteria, transfer credit, English proficiency, requirements, student visa concerns, and integration of students once they are at IUPUI, all with a view towards establishing and/or maintaining best practices across these areas. During spring 2009 the Committee will also consider ways to advance the campus-wide Enrollment Shaping Initiative.

2. Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative's funding is required.

The OIA has the following long-term commitments:

Scholarships for students from NIDA in Thailand $10,000.

Study Abroad Scholarships for IUPUI students $30,000.

Peer Mentoring Program for international students $ 3,000.

Global Crossroads interactive videoconference facility $10,000.

International Studies B.A. program $ 7,500.

IUPUI International Festival $ 2,500.

International House van maintenance $ 3,000.

3. How do you intend to use your reserves over the next four years? Please provide the information by fiscal year.

We have no reserves.

4. How do you define return on investment for diversity efforts in your unit (e.g., numbers of faculty/staff/students recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program reputation)? What are you doing to improve your ROI?

Nearly everything the OIA does is focused on enhancing the diversity of IUPUI, especially international diversity. We define the return on this investment in several ways, when possible compared to our institutional peers:

and range of international students coming to IUPUI
and range of IUPUI students engaging in study abroad
and range of IUPUI-run study abroad programs
and range of active, working partnerships with institutions abroad
and range of IUPUI courses with substantial international content
Extent to which internationalization is part of IUPUI's mission, values, and goals
Extent to which international learning is fostered by campus and school principles and requirements
Opportunities for faculty and staff development in terms of internationalization
and range of faculty engaged in international research
and range of co-curricular programs with substantial international content
impact of IUPUI's 3 Strategic Partnerships on campus internationalization
and range of activities in which IUPUI engages with the Indianapolis community on international initiatives
Campus climate toward international students, faculty, and staff
and range of programs that integrate international students, faculty, and staff into the campus as a whole
satisfaction surveys from international students
evaluations for study abroad courses
national awards and recognitions for IUPUI's international programs
grants awarded for international work
the diversity of OIA's own staff

Over the last few years, the OIA has been building a data base on many of these measures, as well as yardsticks for comparing our performance to our institutional peers. During 2009-10, we will begin to issue annual reports on the state of internationalization at IUPUI to track our progress on various measures, and to adjust our activities accordingly.