

Our Commitment to Indiana and Beyond: IUPUI Strategic Plan Refresh

Goal #8: Strengthen Internationalization Efforts

IUPUI will become a global campus and will partner with Indianapolis as it becomes a global city. We will accomplish these aims through effective international partnerships; international opportunities for students, faculty, and staff; and development of our students as citizens able to operate in a globalized world with skill, wisdom, and responsibility.

Identification of major accomplishments from the past three years

IUPUI, with leadership from its Office of International Affairs (OIA), pursues the goal of making the campus and all of central Indiana a global crossroads. The past three years reaffirm a vision for comprehensive internationalization implemented through a broad number of programs that “combine academic understanding of the broader world with professional practice and civic engagement”.

Between 2014 and 2017, the accomplishments associated with this vision include:

- Broadened discussion of IUPUI’s definition for campus internationalization, represented by school-level international vision statements, *...as the process of connecting the university’s teaching, research, and engagement activities to the global networks that frame 21st century life.*ⁱ
- Continued development of strategic international partnerships and comprehensive campus internationalization initiatives, such as prioritized engagement with the IU Global Gateway Network, reinforcing IUPUI’s nationally recognized model for promoting broad and deep collaborative teaching, research and engagement relationships, at home and abroad.ⁱⁱ Elevated the importance of the International Representatives Working Group, established in 2013, and the role it plays through monthly meetings convening representatives of OIA and IUPUI’s Schools.
- Continued implementation of a strategic recruitment plan leading to record enrollment of 2,047 international students, 7.2% of total Fall 2017 enrollment (Indianapolis), accompanied by expanded programmatic efforts to more effectively integrate international students within the campus and community.
- Developed and began implementation of an OIA White Paper on Study Abroad, with the active engagement of the Study Abroad Advisory Committee. Achieved significant growth in study abroad participation from 2014-15 to 2016-17, with approximately a 33% increase, meeting our IIE Generation Study Abroad growth commitment three years early. 9.5% of IUPUI’s 2017 graduating students had studied abroad.
- Established a Faculty Fellow for Curricular Internationalization role to conduct research and formulate recommendations that address an aspirational goal articulated by OIA’s academic and administrative stakeholders, to lead the campus and community in conversation that will make it possible for all undergraduate and graduate students to have at least one substantive and meaningful global learning experience during his or her IUPUI career. The Curriculum Internationalization Advisory Committee, established in 2017, sets a strategic course for curriculum internationalization and global learning initiatives.
- Expanded collaboration with the Chancellor’s Office, individual schools, and the IU Foundation on priority international projects, resulting in the creation of additional endowments in support of study abroad; prioritization of the International House as a Welcoming Campus Innovation Fund project; and Chancellor-led delegations exploring strategic opportunities (China, Iran, Malaysia, Mexico) for research/ student exchange partnerships and alumni development.

Such progress reinforces the *IUPUI Strategic Plan, Our Commitment to Indiana and Beyond*, which “reaffirms the campus’s commitment to the city of Indianapolis and the state of Indiana, as well as to continued national and global engagement to improve the quality of life in communities worldwide.”ⁱⁱⁱ

At the same time, the urgent need for campus and community collaborations on matters of global concern continues to grow. In this time of clear and present globalization, as an urban-serving university, IUPUI is in a unique position to be an effective leader and steward for addressing the opportunities and challenges facing the metropolitan community in which we reside. It is imperative that IUPUI consider and communicate the ways in which global forces have shaped and continue to reshape our community, and that it prepare all graduates, no matter their discipline or profession, to operate in a globalized world with skill, wisdom, and responsibility (*Making the Case for Internationalization: <http://international.iupui.edu/doc/partnerships/case-for-internationalization-2016.pdf>*)

By design, and necessity, the internationalization priority of the *IUPUI Strategic Plan* focuses in particular on a partnership with Indianapolis as it seeks to become a global metropolis. Through its commitment to teaching, research, and global

engagement, IUPUI will help our region’s citizens—including its students— understand and contribute to creating a more equitable and sustainable world. To accomplish this, IUPUI must pursue collaborative projects that link the expertise in its 17 schools with the metro area’s private, governmental, and non-governmental organizations. Such strategic international initiatives will create a distinctive approach to campus internationalization that serve the needs of our students and city while affirming the *IU Bicentennial Strategic Plan* and its International Dimension of Excellence, to:

Increase IU’s engagement internationally through globally aware education, enlarged study abroad activity, alumni activity, and expanded strategic partnerships with leading institutions of higher learning throughout the world, and continue IU’s historical commitment to institution-building around the globe.^{iv}

Refreshed objectives for the goal

Based on conversations with OIA staff and campus and community stakeholders, the following recommendations are offered regarding Goal #8 and its nine initiatives:

Goal #8: Strengthen Internationalization Efforts (Altered language)

- IUPUI will become a global campus and will partner with Indianapolis as it becomes a global city. We will accomplish these aims through building effective international partnerships; creating international opportunities; and graduating students able to operate in a globalized world with skill, wisdom, and responsibility.

Strategic Initiatives (consolidation: from 9 to 6)	Performance indicators
<p>(1) Building on individual school vision statements for internationalization, IUPUI schools will update their strategic planning annually with concrete goals, objectives, action steps and metrics such that each school develops its own global priorities reflecting IUPUI’s transformation into a global campus by 2020. <i>(Replaces initiative #1)</i></p>	<ul style="list-style-type: none"> ▪ Annual campus-wide report on international activity based on school Vision Statements ▪ Add global/local impact section to IUPUI OCE report, <i>Advancing our region through economic development</i>, https://engage.iupui.edu/economic-development/index.html
<p>(2) Develop curricular and co-curricular activities that make it possible for any IUPUI undergraduate or graduate student to have at least one substantive and meaningful global learning experience during his or her IUPUI career.</p> <ul style="list-style-type: none"> ○ Expand the number of study abroad, international service learning, and international internship opportunities, with emphasis on access and ethical practices, for IUPUI undergraduate and graduate students; and ○ Expand curricular and co-curricular opportunities to help realize IUPUI’s global learning outcomes, including opportunities for engagement with local international communities, both within IUPUI and the metro area. <i>(Combines 2 and 4)</i> 	<ul style="list-style-type: none"> ▪ Evidence of development of curricular and co-curricular opportunities that facilitate global learning ▪ Number of students participating in study abroad, including number of study abroad programs incorporating additional high impact practices (e.g. service learning, internships), percentage of graduates who have studied abroad, and data on underrepresented students ▪ Number or percentage of degree programs including a study abroad option in the degree map (i.e., evidence of curricular integration) ▪ Number of Gen Ed courses that include a study abroad component ▪ Over time, increase in seniors reporting global learning experiences on the NSSE Global Learning Module ▪ Number of students earning recognition of Global Engagement badges on their REAL record
<p>(3) Increase the recruitment, retention, and graduation of international undergraduate and graduate students studying at IUPUI; ensure that facilities and support services, and collaboration with organizations, businesses, and governments, continually improve the experience and integration of international students and scholars on campus and in the community. <i>(Combines 5, 7)</i></p>	<ul style="list-style-type: none"> ▪ Annual international enrollment goals and projections developed in collaboration with the Division of Enrollment Management; actual enrollment trends reported with reference to goals ▪ International student retention and graduate rates, in comparison with overall recruitment and graduation trends ▪ Number/percentage of international students living on campus. ▪ Number of degrees awarded to international graduates ▪ International student participation rate in high impact practices, in comparison with relevant peer groups. ▪ International student satisfaction rates

<p>(4) Enhance professional development and international opportunities for faculty and staff through development of IUPUI as an intercultural hub that facilitates collaborative exchanges, research, and service activities in partnership with the IU Gateways, strategic partners, governmental and non-governmental organizations, and local business. (<i>Combines 3/7/8</i>)</p>	<ul style="list-style-type: none"> ▪ Number of faculty/staff participating in international opportunities, including research collaborations, international conference participation, projects utilizing IU Global Gateways, and other creative activity. ▪ Number of faculty/staff participating in campus-based programs that build intercultural expertise and capacity to advance student global learning opportunities ▪ Amount of institutional funding allocated to support international professional development abroad from school, campus, and university sources. ▪ Number of collaborative projects with strategic partners, including local business, governmental and non-governmental organizations ▪ Number of faculty receiving international honors and awards ▪ Number of faculty and staff who have roots in other countries (ref. <i>IU International Fact Book data</i>) ▪ Number of alumni engaged in the University's international outreach programs
<p>(5) Focusing on the countries and regions served by the IU Global Gateway network, with attention to countries of strategic interest for Indianapolis and Central Indiana, strengthen existing strategic international partnerships in China (SYSU) and Kenya (Moi), and develop one or more new strategic international partnership(s) by 2020 in Latin America (Mexico), Asia (India), Southeast Asia (Thailand) or Europe (UK). (<i>Combines 3, 6</i>)</p>	<ul style="list-style-type: none"> ▪ Number of annual projects with key partner institutions, with particular attention to deepened collaboration with existing business, governmental, non-governmental strategic partners ▪ Development of one or more new strategic international partnership(s) by 2020 in Latin America (Mexico), Asia (India), Southeast Asia (Thailand) or Europe (UK) ▪ Amount of external funding generated for international research, service, and other collaborations
<p>(6) Endow IUPUI's international activities, particularly in support of study abroad and the IUPUI International House, and pursue such fundraising as one of the goals of the IU 2020 Bicentennial Campaign. (<i>Alters language of 9</i>)</p>	<ul style="list-style-type: none"> ▪ Amount of new philanthropic support for study abroad scholarships ▪ Amount of philanthropic support garnered to support other global learning initiatives (e.g. faculty research, endowed faculty chair positions, etc.) ▪ Amount of philanthropic support garnered for the IUPUI International House as a showcase for co-curricular global learning

ⁱ IUPUI, *Strategic Plan for a New Era of Internationalization*, 2007.

ⁱⁱ IUPUI's international engagement and partnerships have received national recognition, including the *Paul Simon Award for Comprehensive Internationalization* (2011) and the *Andrew Heiskell Award for International Partnerships* (2009).

ⁱⁱⁱ IUPUI *Strategic Plan, Our Commitment to Indiana and Beyond*. <http://strategicplan.iupui.edu/>; see the internationalization priority, <http://strategicplan.iupui.edu/Indiana-and-Beyond#internationalization>. 2016.

^{iv} *The Bicentennial Strategic Plan for Indiana University: The International Dimension of Excellence*, 2014.