



INDIANA UNIVERSITY  
PURDUE UNIVERSITY  
INDIANAPOLIS

**IUPUI ACE Internationalization Laboratory  
Interim Report Executive Summary  
June 2014**

**Introduction**

Over the past 15 years, IUPUI has invested considerable efforts to create a strong foundation for global engagement.

Progress on campus-wide International Plans created in 1999 and 2007 led to transformational strategic partnerships with universities abroad, dramatic increases in international students on campus, an expansion of study abroad opportunities, the internationalization of curricula, and more. With leadership from the campus' Office of International Affairs, IUPUI received national recognition for internationalization.

As IU's premier urban health and life sciences campus, IUPUI brings unique assets to the internationalization process. IUPUI's international profile has risen through global activities of the IU schools of medicine, nursing, dentistry, public health, AMPATH (the IU-Moi University Kenya partnership) and others. Guided by IU's international strategic priorities and 2008 International Plan, IUPUI's internationalization has impacted all campus units.

This progress has set the stage for a major move forward in the coming years. As part of the campus strategic plan, "Our Commitment to Indiana and Beyond: IUPUI Strategic Plan," the Office of International Affairs is collaborating with campus and community members to develop an IUPUI Internationalization Plan to be implemented in 2014-2020.

The American Council on Education's (ACE) Internationalization Laboratory, an invitational learning community, has assisted in this planning process.

IUPUI's participation in the ACE Internationalization Laboratory was organized through an inclusive planning process from 2012-2014. Co-chairs Bill Blomquist and Gil Latz served alongside an expanded leadership team of nearly 50 advisors. Four subcommittees focused activity around key areas, and their recommendations are described below.

**Internationalization Process Findings**

***Curriculum Internationalization***

IUPUI should continue to support established curricular offerings, as well as institutionalizing internationalization across all schools. A Center for Curriculum Internationalization should be established to be the hub for faculty development for short-term study abroad programs, course assessment, and development of research proposals and projects and developing global learning assessment tools.

***International Partnerships***

IUPUI has focused on transformational partnerships that establish platforms for faculty to engage with partners around the globe in mutually beneficial teaching, research, and service activities. In

alignment with IU priorities, partnerships should deliver excellence by improving campus support for visiting faculty, scholars, and students in Indianapolis. Cultural competency training should be provided to the IUPUI community. The Committee also recommended deepening community relationships with foreign-born professionals and families from Kenya, China, and Mexico. Additionally, faculty incentives should be developed for leadership in internationalization, such as revising faculty promotion and tenure guidelines.

Regarding future partnerships, IUPUI should establish a long-term engagement strategy following IU's countries of strategic priority. IUPUI should create and maintain a comprehensive inventory and database on the international activities of faculty and staff, including alumni. It is also recommended that philanthropic relationships be developed to develop endowments for global partnerships.

### ***Engaging with the Community and Internationalizing the IUPUI Experience***

To better assess engagement and internationalization, IUPUI should create and maintain a comprehensive international database on student study abroad participation (including participation by alumni), the international experience and expertise of faculty and staff, including language skills, and campus-community relations.

The committee also recommends enhancing the number and quality of international experiences for IUPUI students by developing international learning opportunities for those who don't/can't travel. Additionally, IUPUI should encourage involvement with Indianapolis' eight sister-city relationships and initiatives such as the Global Cities Exchange Initiative. Additionally, existing international resources such as the Confucius Institute should be promoted.

### **Recruiting and Retaining International Students, Faculty, Staff, and Visitors**

IUPUI's 2020 international enrollment goal is 2,575 students or more, 8-9% of the student population. In order to achieve this target, IUPUI needs to have a first-year retention rate of 93%, a 6-year graduation rate of 50-60%, and an additional 100 students per year.

The committee recommends seeking ways to reduce cost barriers to attending IUPUI through scholarships and limiting increases in non-resident tuition and fees, as well as through other financial initiatives. It recommends expanding outreach efforts, adjusting the 2+2 requirements, as well as improving the on-campus and off-campus welcoming and engagement experience of international students, faculty, and staff. Enhanced capacity for English language training at IUPUI should serve to attract and retain international students and promote their academic success.

### **Vision for Internationalization**

*IUPUI will become a global campus in close connection with Indianapolis becoming a global city.*

Internationalization is a strategic initiative that benefits not only IUPUI but also the local Indianapolis community and the state of Indiana, by enhancing and expanding the cultural awareness of IUPUI as a desirable destination campus. The following 9 strategic initiatives and

actions, developed in the report, in conjunction with the 12 IUPUI International Learning Guidelines, will help IUPUI achieve these goals:

1. Complete an IUPUI Internationalization Plan through the ACE Internationalization Laboratory process by mid-2014, with concrete goals, objectives, action steps and metrics, to transform IUPUI into a global campus by 2020.
2. Expand the number of study abroad, international service learning, and international internship opportunities for IUPUI undergraduate and graduate students, as well as opportunities for engagement with the international community in our metro area, focusing on IUPUI's strategic international partnerships and on the countries and universities identified in Indiana University's International Strategic Plan.
3. Promote international opportunities for faculty and staff through exchanges, research, and service activities, focusing on IUPUI's strategic international partnerships and on the countries of strategic priority identified in Indiana University's International Strategic Plan, many of which are also countries of strategic priority for Indianapolis and Central Indiana.
4. Develop curricula and co-curricular activities that make it possible for any IUPUI undergraduate or graduate student to have at least one meaningful international experience during his or her IUPUI career.
5. Increase the recruitment, retention, and graduation of international undergraduate and graduate students studying at IUPUI.
6. Continually improve our existing strategic international partnerships in China (SYSU) and Kenya (Moi), build upon our history of engagement with Southeast Asia, and develop one or more new strategic international partnership by 2020 in Latin America (Mexico), Asia (India), or Southeast Asia.
7. Lead the effort to make Indianapolis and Central Indiana more welcoming and attractive to international students, faculty, staff, and visitors by expanding facilities and support services and working with organizations, businesses, and governments to improve the experience and integration of students as well as visitors and new arrivals to the region.
8. Create new and strengthen existing partnerships with Indiana businesses and community organizations that have international activities and relationships, with the goal of making IUPUI an inter-cultural hub where campus and community work with one another and with the rest of the world, leading to transformative, mutually beneficial outcomes for our global campus and a global city. We plan to operationalize the vision of urban universities serving as Stewards of Place.
9. Affirm the need to endow international activities and, to the extent possible, pursue such fund-raising as one of the goals of the Indiana University 2020 Bicentennial Campaign.