Internationalization: a fundamental shift in American higher education
Recognized by such national organizations as ACE and NASULGC, both of which have issued calls to action in the last five years.

The world has flattened, and this is reshaping the nature of research and professional practice, the lives our graduates will lead, the systems (economic, political, cultural, demographic) in which central Indiana participates, the educational markets in which IUPUI is a player, and the role of American universities in contributing to a healthy, peaceful, and prosperous world.

This has led to many universities to embark upon strategies of internationalization, as NASULGC says, for the sake of their students, their communities, the nation, and the university.

[Internationalization: the process of integrating international and multicultural perspectives and experiences into the learning, discovery and engagement mission of higher education]

Internationalization is not a simple add-on to existing university structures; it transforms these structures into something new; it permeates everything we do.

And it offers opportunities for new and beneficial developments, as universities become intermediaries between the local and the global.

No longer is there a seeming contradiction between serving the local area and having global reach, between professional education and international perspectives (even if we are sometimes still trapped by wording that implies this).

This change requires universities to be purposeful and deliberate in developing strategies for internationalization.

And to articulate and disseminate their international goals broadly in order to guide students, faculty, and staff through this transition.

IUPUI has a strong base on which to develop its internationalization efforts.
IU is widely known as one of the leaders in international studies of all sorts, with the Bloomington campus teaching the widest range of languages in the U.S. and having a large number of area study centers.

IUPUI’s international efforts are less recognized, but nevertheless quite substantial as shown below.

ACE has established several dimensions for assessing a university’s level of internationalization, which are here used to structure this briefing on the state of internationalization at IUPUI.

**Recruiting, admitting, and supporting international students in studying at IUPUI**

*What’s been happening:*
- Number of international students studying on campus has gone from 376 in 1994-95 to 925 in 2004-05
- Hiring of international recruitment staff member in 1999, and initiation of comprehensive recruitment planning
- Establishment of International House living-learning residence in 1991
- With development of the ICIC (Indiana Center on Intercultural Communication) and contracting with ELS Language Centers, a comprehensive program of English language instruction is available
- Extensive arrival and orientation program available to all international students
- Admissions and support services have contributed to significantly higher retention and graduation rates for international students compared to domestic students.

*What’s new:*
- Entering class in Fall 2005 is 10% larger than Fall 2004, which is greater than national average and indicates IUPUI is fully recovering from drop that occurred after 9/11
- International House moved into new campus apartments in 2003, with 95-98% occupancy rate for last two years
- Peer Mentoring program initiated in 2003 for new international students, with 20% participating over last two years
- Visa Vouchers and Incentive Scholarships instituted in 2004 to spur international admissions
- Significant recent increases in international undergraduates, who have historically been only one-third of IUPUI’s international student population
- Significant growth (400%) in students from India over last decade
- Monitored and adapted to the extensive reworking of visa regulations, including the implementation of SEVIS, over the last two years
- International admissions process has been automated, digitized, and streamlined, resulting in a four-week gain in the timing of issuing admission letters in 2005
- Hosted state-wide U.S. Department of State Briefing on International Exchange Programs at request of Senator Lugar’s office
What’s next:
- Campus goal of doubling international students to 6% of student body by 2010, which would put us in the middle of our official peers
- Support schools in developing school-specific international enrollment management plans.
- Will initiate special focus on recruiting health and life sciences students
- Continue exploring innovative ways of supporting student exchanges with our international partner institutions
- Aggressively seek scholarship funding for international students
- Targeted recruitment initiatives in India and Latin America
- Consider developing short-term programs for international students who are pursuing degrees in their home countries (an increasing trend)
- Remain informed and vigilant about the shifting global arena of international student destinations

Internationalizing the curriculum

What’s been happening:
- IUPUI has over 160 courses with significant international content and perspectives
- PUL (Principle of Undergraduate Learning) 5 focuses on culture and society, opening the possibility of looking at these internationally

What’s new:
- School of Liberal Arts is preparing a new International Studies undergraduate major and minor
- A double major in Engineering and German was instituted in 2002, which has attracted national attention
- Pilot projects (partially funded by the U.S. Department of State) were conducted in 2004-05 to explore the use of live videoconferencing, as well as email chats, for international education
- IUPUI was selected as one of six institutions for ACE’s 2004-05 Internationalization Laboratory and will continue as part of its overall Internationalization Collaborative
- Office of International Affairs received prestigious Title VI grant from U.S. Department of Education to explore internationalizing professional school curricula
- Cross-campus faculty committee has developed draft of Guidelines for International Learning, now being discussed and disseminated across campus

What’s next:
- Develop special focus on internationalizing the health and life sciences curriculum
- Explore innovative ways of incorporating international perspectives into First-Year Seminars and Gateway courses
• Incorporate revised Guidelines for International Learning into rubrics for the ePortfolio, so students can demonstrate comprehensive global competencies

**Encouraging and supporting IUPUI students in studying abroad**

*What’s been happening:*
- IUPUI has a distinctive array of 35 faculty-led, short-term, experiential study abroad programs, 12 of which were developed in the last year
- Study abroad enrollments have increased from 58 in 1994-95 to 310 in 2004-05, with an annual growth rate in recent years of 10%

*What’s new:*
- International service learning has been identified as a distinctive trait and driving force for IUPUI’s study abroad program (roughly one-third of our study abroad students do service learning or internships)
- IUPUI was designated a Distinguished Partner for International Partnership for Service Learning and Leadership in 2004
- Instituted International Experience Scholarships (through Commitment to Excellence funding) at $30,000 per year in 2005-06.
- A cross-campus faculty Study Abroad Committee established in 2004
- Go Abroad Club for prospective and returning study abroad students also established in 2004

*What’s next:*
- Work to identify the factors that make short-term programs the best they can be
- Pursue curriculum integration as a means of facilitating study abroad for students in a wide variety of programs
- Work with health and life sciences to enhance study abroad options for their students
- Develop campus-wide pre-departure and re-entry sessions for students
- Expand study abroad programming to include a wider range of students
- Aggressively seek additional scholarship funding for study abroad students
- Support and advocate for federal funding of the Lincoln Scholarships
- Develop common study abroad platform for strategic partner institutions, with emphasis on international service learning.
- Work for common application, assessment, safety, and program development procedures across the campus
- Work with Indianapolis businesses and organizations to develop internships and study abroad possibilities for IUPUI students in their operations overseas
- Increase the number of IUPUI students who take advantage of student exchange agreements with our international partner institutions
Supporting and facilitating international collaborations in research and application

What’s been happening:
- International Development Fund established in 1998, out of which 57 awards have been made to support new faculty or departmental initiatives
- Small grants from IU Office of International Programs have also been heavily used for conference travel and small projects
- The number of international scholars and post-docs at IUPUI has gone 250 in 1994-95 to 560 in 2005, with significant increase each of the last three years
- The number of IUPUI faculty who pursue international research or collaboration exceeds 300.

What’s new:
- Indiana Center on Intercultural Communication has sponsored annual international summer institutes on linguistics for last five years
- Active faculty exchanges with institutions in Kenya, France, Mexico, Macedonia, Kyrgyzstan, Thailand, Malaysia, Indonesia, China, and several other nations

What’s next:
- Seek additional funding for faculty exchanges with designated partner institutions
- Increase use of videoconferencing, web conferences, and other communications technology for international collaborations
- Develop strategic partnerships as base for additional growth in faculty research collaborations, with special emphasis on the health and life sciences

Developing international partnerships that enhance all aspects of IUPUI’s internationalization

What’s been happening:
- IUPUI now has 160 Memoranda of Understanding with organizations and universities outside the United States
- Partnerships with Moi University (Kenya), NIDA (Thailand), and several Malaysian colleges have been active for more than a decade, and in some cases four decades
- Searchable data base on international affiliations available on line

What’s new:
- Together with the OIP in Bloomington, streamlined the MOU review procedures
- Developed information sheets to guide faculty and departments through the process
- Volgograd State Pedagogical University is actively involved with IUPUI in a project to bring American and eastern European universities together to discuss citizenship education
The long-standing partnership between the IU School of Medicine and Moi University (Kenya) is being expanded to include many other units at both Moi and IUPUI.

New 2+2 program initiated in 2005 between Trisakti University (Indonesia) and the Kelley School of Business at IUPUI, through the Center on Southeast Asia.

Title VI grant (see above) is developing a model of collaborative international teaching between IUPUI and Gadjah Mada University (Indonesia).

Center on Southeast Asia is emerging as a distinctive area center, focusing on issues of application and national development.

**What’s next:**
- Campus-wide discussion of the number and nature of international partnerships.
- Initiation of strategic partnership plan, identifying a small number of partnerships as having campus-wide importance and support.
- Exploration of the use of partner institutions to double IUPUI’s resources for international teaching.

**Working with the surrounding community in its international relationships and activities:**

**What’s been happening:**
- IUPUI has had long involvement with the ICI (International Center of Indianapolis) and the NC (Nationalities Council), two active international community organizations.
- IUPUI has been a key player in the ICIP (Indiana Consortium of International Programs), a state-wide organization.

**What’s new:**
- Have recently begun to work more directly with the roughly one dozen national consuls appointed for Indianapolis, especially the Mexican, Slovenian, and French consuls.
- Have developed an increasingly strong relationship with Senator Lugar’s office on issues of international education.
- Assisted ICI in holding conference for the U.S. Department of State.
- Assisted NC in staging the annual Indianapolis International Festival.

**What’s next:**
- Consider establishing an IUPUI International Community Advisory Board.
- Seek greater interaction with Indiana businesses which have operations overseas.
- Seek greater interaction with city and state government agencies that have international agendas.
- Seek greater interaction with local organizations such as Ambassadors for Children.
- Play a role in advocating for an International Education Policy for Indiana.
• Find ways to make IUPUI’s international expertise more available to local schools and organizations

Establishing structures and processes that keep internationalization moving forward at IUPUI

What’s been happening:
• The Office of International Affairs (OIA) was founded in 1988 to serve as a single, comprehensive office supporting and encouraging all of IUPUI’s international activities
• The Strategic Plan for Campus Internationalization was endorsed by the IUPUI Faculty Council in 1999
• The International Affairs Program Committee serves as a cross-campus faculty committee to advise the OIA and develop international policies
• The IU Office of International Programs has given strong support to IUPUI in developing its international profile
• IntlNews list serve has been in operation for a decade
• IU requires new international MOUs and new study abroad programs to undergo a university-wide review process
• Weekly International Culture Hours have been occurring for a decade, attracting an average of 45 participants each week during 2004-05

What’s new:
• IUPUI International Fest inaugurated in 2004 to publicize IUPUI’s many international activities (attracted 1200 attendees in 2005)
• Internationalization has become even more fully a part of IUPUI’s diversity initiatives
• Comprehensive, searchable data base on international interests and activities at IUPUI is being assembled
• Faculty development workshops to expand expertise on teaching and working internationally have begun, with an initial focus on international service learning
• Increased coverage of IUPUI international activities in the Sagamore, Inside IUPUI, and Jag News

What’s next:
• Articulation of an updated and comprehensive vision for campus internationalization
• Incorporation of internationalization into general campus planning and assessment
• Support schools in developing their own specific internationalization plans
• Develop the Global Crossroads as a technology center with resources for international videoconferencing, as well as self-teaching materials for international learning
• Develop digital language lab for state-of-the-art language instruction and the pursuit of lesser taught languages by digital means
• Develop monthly international newsletter for IUPUI
• Expand faculty development workshops with international themes
• Consider sponsoring an international film and lecture series
• Explore the use of strategic partnerships to enhance IUPUI’s capacity for international work
• Campus-wide discussions aimed at the establishment of standards and best practices in international education
• Institute or adjust fees to cover costs of such international activities as visa services and study abroad oversight, in a fair, negotiated, and reasonable manner

Seeking external support and recognition for IUPUI’s internationalization efforts

What’s been happening:
• Partnership with ELS Language Centers has been source of significant funding for international activities at IUPUI
• Individual faculty and programs have long sought (and obtained) external funding for their international research and applied projects
• IUPUI has been very active in the ICIP (see above) and Region VI of NAFSA (the Association of International Educators)

What’s new:
• Over the last two years IUPUI has become a more visible player (in terms of papers presented, offices held, honors conferred) with the national NAFSA, ACE, NASULGC, AIEA (Association of International Education Administrators), the International Partnership for Service Learning, and the Forum for Study Abroad
• The Office of International Affairs has received 3 grants (totaling $350,000) over the last year for internationalization initiatives
• Two new study abroad scholarship endowments have just been announced for the School of Liberal Arts

What’s next:
• Initiate a fund-raising campaign for international activities, especially study abroad scholarships, international student scholarships, and faculty exchanges
• Will host the first comprehensive workshop/institute on international service learning in March 2006 (in conjunction with the International Partnership for Service Learning)
• Will host the first conference on the use of interactive videoconferencing in international education in October 2006 (funded by NAFSA grant)
• Consider asking for IUPUI representation on CIC international committees