

# THE CENTER FOR INTERNATIONAL AND PROFESSIONAL EXPERIENCE

## STRATEGIC PLANNING 2015-17

### **The Mission of the Center for International and Professional Experience**

The Center for International and Professional Experience (CIPE) offers guidance and support for students and alumni, and a range of academic programs and experiential activities for and in partnership with students, faculty, and alumni. CIPE activities support the academic mission of the university and encourage the exploration and pursuit of personal, academic and career goals which foster the capacity for thoughtful engagement with the world beyond Yale.

### **Vision Statements that Guide the Work of the CIPE (President Salovey's priorities: Access, Integration, Innovation, Excellence)**

- 1. OUTREACH and INCLUSION:** We will reach out to students and draw them into activities that are appropriate to each student's stage of personal and academic development. We will ensure that CIPE supports and develops all students regardless of their individual backgrounds, financial resources, or personal identities. (Access)
- 2. PROGRAM DEVELOPMENT:** We will collaborate with faculty and other partners across and beyond Yale to develop programs and pedagogies that will support and enhance the academic mission of the College. (Integration, Innovation, Excellence)
- 3. STUDENT DEVELOPMENT:** We will work to empower students to identify and reflect upon their personal and academic goals so that they can develop and pursue worthwhile and realistic action plans. (Excellence, Access)
- 4. USE OF TECHNOLOGIES:** We will identify appropriate technological tools that enhance pedagogy and delivery of academic content, support students' educational and experiential goals, facilitate and promote CIPE offerings and increase organizational efficiency, and we will implement the use of these technologies. (Innovation)
- 5. DEAN'S PRIORITIES:** In alignment with the Dean of Yale College's priorities, we will develop strategies for working with students which are promote civic engagement, encourage thoughtfulness and ethical awareness in decision making, and support the development of resilience. (Excellence)
- 6. SYSTEMATIC ASSESSMENT:** We will calibrate our assessment instruments to document and evaluate all activities and their outcomes; to document and measure the achievement of our goals; and to collect data on the range, variety and relationship among CIPE activities and the overall effectiveness of the CIPE. We will use the assessment findings for continuous improvement, and document that use. (Excellence, Innovation)

## GOALS AND ACTIONS

**OUTREACH AND INCLUSION:** We will reach out to students and draw them into activities that are appropriate to each student's stage of personal and academic development. We will ensure that CIPE supports and develops all students regardless of their individual backgrounds, financial resources, or personal identities. (Access)

<b>CIPE coordinated</b>	<ol style="list-style-type: none"><li>1. Review outreach practices to be sure they are inclusive of all student constituencies.</li><li>2. Update web resources and communications tools to meet the needs of our students.</li></ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"><li>1. Working with the CIPE Communications Coordinator and outreach committee, develop an integrated communications plan to maximize our reach and inclusivity.</li><li>2. Working with CIPE colleagues, redesign the website for Fellowship Programs, to reach all students effectively, with attention to inclusivity, easy access and usability in all areas of the site.</li></ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"><li>1. Improve our understanding of good fit for different students in different programs abroad, using a regional advising model and a reduced designated program list as tools in this process.</li><li>2. Rewrite elements of the Study Abroad website to ensure a language of inclusion in all elements including photographs, gendered nouns/pronouns, and assumptions about students' backgrounds.</li><li>3. Partner with the cultural houses and related student groups to identify and implement concrete ways to support their outreach efforts for study abroad.</li></ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"><li>1. Overhaul the Career Strategy website to create a clean, easy-to-use experience for students, alumni and employers.</li><li>2. Build upon our new Facebook strategy and create a plan for Twitter to advertise more effectively the resources of the Office.</li><li>3. Create a robust student ambassador program for all domestic and international internship programs to ensure continuity in marketing and to increase outreach.</li><li>4. Starting in fall 2017, implement an annual five year out survey beginning with the Class of 2013.</li></ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"><li>1. Develop more effective and targeted communication strategies in a range of media for reaching key constituencies: Yale students, visiting college students, and international students.</li><li>2. Review all print, web, and social media messages to insure that they reflect the diversity of the student body and communicate the accessibility of YSS to all students.</li></ol>

	<ol style="list-style-type: none"> <li>3. Refine the content and timeliness of messages to YSS constituencies to insure that we communicate the benefits of YSS programs and the specific information relevant to their needs. Include information for Yale students about financial assistance and the benefits of counselor positions, both of which make YSS more accessible.</li> </ol>
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**Assessment measures for progress with OUTREACH AND INCLUSION**

- Enrollment in courses and programs
- Surveys
- Google Analytics
- Analysis of the demographics of student participation, application and success

**PROGRAM DEVELOPMENT:** We will collaborate with faculty and other partners across and beyond Yale to develop programs and pedagogies that will support and enhance the academic mission of the College. (Integration, Innovation, Excellence)

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Review the portfolio of opportunities according to specific criteria we establish together to be sure the needs and goals of all students are served.</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Establish/reinvigorate collaborations with other divisions on campus (eg. Cultural Houses, FSY, Science &amp; QR, STARS, Global Health, Mellon Mays/Bouchet, Financial Aid office, new Undergraduate Research Association, IRB, YCC) to develop new programming that meets the needs of all students.</li> <li>2. Create, review or redesign workshops for interviewing, proposal writing, and self-presentation, as well as orientation session for students conducting research or practica in the US and abroad, in collaboration with colleagues in the CIPE.</li> <li>3. Develop new resources for faculty committee members to refine their understanding of student experience and raise their expectations for the quality of student proposals.</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Develop a multi-part “Faculty Conversation Series,” which brings together YSS Abroad faculty to discuss topics of mutual interest.</li> <li>2. Introduce The Forum Standards to YSS Abroad faculty and monitor their use to ensure that Yale’s own programs meet these standards.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Host return luncheons for YSS Abroad faculty at the beginning of the fall semester to debrief and document successful strategies.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. Enhance the pilot student ambassador program for all domestic and international internship programs to provide greater peer to peer sharing of experiences and tips on applications.</li> <li>2. Continue to evaluate and improve prompts for program pre-departures and experience reflections.</li> <li>3. Scale up the pilot re-entry programs to run for all internship programs.</li> <li>4. Working with faculty, student organizations, the Office of Postdoctoral Studies and the Graduate School of Arts &amp; Sciences Dean's Office, create unique programs and resources for graduate students and postdocs.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Integrate all YSS programs and courses more fully into the Yale College curriculum.</li> <li>2. Create course clusters and/or certificate programs in collaboration with faculty and departments.</li> <li>3. Diversify YSS offerings, on ground and online, and encourage pedagogical and program innovation.</li> <li>4. Develop year-round FSY programming in collaboration with the Deans of Student Engagement and Student Affairs.</li> <li>5. Build YSS's reputation as an incubator for innovative pedagogy.</li> </ol>

**Assessment measures for progress with PROGRAM DEVELOPMENT**

- An articulated portfolio of courses and programs that can be analyzed, reviewed, and revised, as appropriate.
- Systematic tracking of workshops and other educational sessions across the CIPE, and documentation of these as an educational initiative

**STUDENT DEVELOPMENT:** We will work to empower students to identify and reflect upon their personal and academic goals so that they can develop and pursue worthwhile and realistic action plans. (Excellence, Access)

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Return to our work on our North Star initiative so that our advising in all areas is consistent in serving the goals we establish for student development, running at least one workshop in 2016.</li> <li>2. Review scripts for student interaction using our understanding of the needs of this generation of students.</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Create a section on getting started in self-designed projects and independent use of resources for Fellowships website.</li> <li>2. Complementing this web resource, incorporate reflection and resilience components in workshops to help students identify appropriate projects and develop proposals.</li> <li>3. Create on-line sessions and resources for students seeking post-graduate opportunities.</li> <li>4. Develop tools for students to communicate their experience and work on reintegration after their return to campus.</li> </ol>

<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Discard the current approach to pre-departure meetings to focus on intercultural adjustment (abroad and back home), utilizing trained, returned alumni to facilitate many of the discussions.</li> <li>2. Ensure that the Study Abroad Web site's design prompts students' critical reflection at each step of contemplating and then undertaking study abroad experiences.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. Reevaluate career self-assessment tools to present a set of updated, helpful options for students.</li> <li>2. Continue outreach and programming to specific student populations, including student athletes and students pursuing performing arts. Expand outreach to programs at the cultural centers and with student groups.</li> <li>3. After close analysis of summer and post-graduate data, create a five-year strategic plan for employer development for undergraduates, graduate students and postdocs.</li> <li>4. Work more closely with undergraduate student groups to assess policy changes at peer schools and possible implications for Yale.</li> <li>5. In collaboration with AYA, and the graduate and professional schools, grow the Yale Career Network and establish a process to maintain the system as an updated and robust University alumni directory.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Develop and provide more robust academic advising in advance of summer and during the summer sessions.</li> <li>2. Enhance the residential experience for YSS students by increasing the amount and kinds of extracurricular programming available.</li> </ol>

**Assessment measures for progress with STUDENT DEVELOPMENT:**

- Participation in events and activities
- Surveys and their analysis
- Focus groups

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**USE OF TECHNOLOGIES:** We will identify appropriate technological tools that enhance pedagogy and delivery of academic content, support students' educational and experiential goals, facilitate and promote CIPE offerings and increase organizational efficiency, and we will implement the use of these technologies. (Innovation)

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Complete website revisions in all areas</li> <li>2. Review our uses of the social media and develop a coherent strategy</li> <li>3. Review our applications and use of the technologies to make sure we update our use of the technologies to serve the needs of students well.</li> </ol>
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<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Develop online forms for students to request advising appointments, submit application/interview advice for national fellowships, submit final reports for Yale-funded fellowships.</li> <li>2. Increase online availability of information sessions/workshops, and increase video, blog and photo materials from students highlighting their successes in independent agency.</li> <li>3. Create and implement a plan for webinars, Q&amp;A, and other online engagement in real time and recorded/static versions of info sessions and workshops available on the website.</li> <li>4. Create a workplan for specific improvements to the Student Grants Database and implement these improvements.</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Refine Study Abroad's Web site (launched in fall 2015) to model a design that fosters students' critical reflection as they navigate the site.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. Under a new website, create a portfolio of short videos to communicate important points to students and advertise key programs.</li> <li>2. Continue to expand use of social media to market programs and present testimonials of students' experiences.</li> <li>3. In conjunction with AYA and the graduate and professional schools, enhance advertising of the Yale Career Network to further increase alumni participation.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Manage the flow of data between student information systems more efficiently and effectively. <ul style="list-style-type: none"> <li>• Enable SLATE to Banner feeds for courses (2016) and housing and meals (2017).</li> <li>• Manage housing changes to insure accurate feeds between Banner and StarRez (2016).</li> </ul> </li> <li>2. Continue to innovate in course design and delivery through technological integration with YSS programming.</li> <li>3. Leverage communications technologies to increase the efficiency and effectiveness of YSS messaging.</li> </ol>

**Assessment measures for progress with USE OF THE TECHNOLOGIES:**

- Use of analytics systematically to understand use of our web-resources.
- A shared (Box) location for evaluation tools and for evaluations conducted and refer to and use this resource systematically.
- In YSS, reduction in manual data entry and increase in accuracy and timeliness of course and housing and meals data.
- Collection and review of actionable data on website users in YSS and on all our sites.

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**DEAN'S PRIORITIES:** In alignment with the Dean of Yale College's priorities, we will develop strategies for working with students which promote civic engagement, encourage thoughtfulness and ethical awareness in decision making, and support the development of resilience. (Excellence)

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Consciously include the Dean’s priorities in our North Star work and be aware of them in our development of all website and informational materials.</li> <li>2.</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Offer a Fellowship Programs or CIPE student showcase in October in which students share experiences, following a guided format, with prospective applicants, highlighting what they have learned and their understanding of the value of planning, carrying out and reflecting on their experience.</li> <li>2. Create new emphasis on students defining “success” for themselves at various stages of the application and fellowship process, to encourage thoughtful decision-making, ethical engagement, &amp; resilience in face of unexpected challenges and bad news.</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Utilize the results of the CIPE-wide survey that addresses the question of resiliency and share with students any results showing the ways in which study abroad can contribute to becoming more resilient, more thoughtful, and more civically engaged.</li> <li>2. Raise these issues explicitly with students in advising sessions, information meetings, and peer advising.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. Create a new format for workshop evaluations to better assess learning outcomes.</li> <li>2. Continue to evaluate and improve prompts for program pre-departures, reflections and re-entry programs.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Create programs and offer courses in a range of disciplines, fields, and topic areas for an increasingly diverse student body.</li> <li>2. Encourage the integration of academic and co-curricular activities.</li> <li>3. Eliminate the grade suppression option for Yale students. (Help them be accountable for their choices.)</li> </ol>

**Assessment measures for progress with DEAN’S PRIORITIES:**

- Systematic review of constituent elements of programs and communications.
- Focus group review.

**SYSTEMATIC ASSESSMENT:** We will calibrate our assessment instruments to document and evaluate all activities and their outcomes; to document and measure the achievement of our goals; and to collect data on the range, variety and relationship among CIPE activities and the overall effectiveness of the CIPE. We will use the assessment findings for continuous improvement, and document that use. (Excellence, Innovation)

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Establish with the leadership team plans and timelines for assessment and systematically and consciously use data to improve the work of the CIPE.</li> <li>2. Revise the Annual Report to reflect changed realities and priorities and communicate data and information effectively.</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Create and implement a strategy for the use and presentation of data to communicate the work of Fellowship Programs and the achievements of our students.</li> <li>2. Survey Light alumni to assess long-term outcomes of the award, and share this data with faculty and Light Trustees.</li> <li>3. Survey graduating Light award winners to assess the integration of their experience after their return to campus.</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Rework all current study abroad surveys away from customer satisfaction to goals- and component-based assessment.</li> <li>2. Utilize survey results to achieve immediate and measurable changes in approaches to programming, for example pre-departure programming.</li> <li>3. Code study abroad open-ended answers from CIPE’s latest center-wide survey and build on any insights gained there.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. Create a new format for workshop evaluations to provide better assessment of learning outcomes.</li> <li>2. Revise processes to evaluate and improve prompts for program pre-departures, reflections and re-entry programs.</li> <li>3. Work closely with student groups to assess policy changes at peer schools and possible implications for Yale.</li> <li>4. In 2016, create a composite report on postgraduate choices of the Classes of 2013-2016 (A Four Year Look)</li> <li>5. Starting in fall 2017, implement an annual five year out survey beginning with the Class of 2013.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Develop and conduct Yale student focus groups to guide program development and marketing (2016).</li> <li>2. Review, revise, and/or (re)develop all YSS survey tools to align assessment with program goals and to develop actionable data.</li> </ol>

**Assessment measures for progress with 5: SYSTEMATIC ASSESSMENT:**

1. Production of actionable data.
2. Tracking what we have done in all areas and charting this systematically across the CIPE.