THE CENTER FOR INTERNATIONAL AND PROFESSIONAL EXPERIENCE

STRATEGIC PLANNING 2017-19

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. **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)

CIPE	Across all divisions, continue the work begun in 2016-17 to increase visibility and student awareness of all our initiatives, and to ensure that our informational materials, programming initiatives, and models for advising are inclusive and engaging for all students.
FELLOWSHIP PROGRAMS	1. Continue to develop comprehensive communications plan to include all aspects of engagement from the Fellowships Office and collaborate where possible with other units in CIPE. 2. Take the Fellowships website through updating and rewriting of the 2016 version with improved navigation and content. Include results of usability study in review and conduct a 2nd usability study. 3. Develop and assess advising techniques in collaboration with CIPE units.
STUDY ABROAD	1. Leverage 'Get Started' and 'Paying for Study Abroad' sections of the website, along with information sessions with Student Financial Services, to make clearer the value of study abroad, to lower perceived or real barriers to studying abroad, and to raise students' level of financial literacy. 2. Offer year-round drop-in hours (in addition to regular 30-minute one-on-one sessions), having a backup adviser in place during peak times to avoid turning students away from walk-in opportunities. 3. Highlight a diverse selection of Term-Time Abroad ambassadors and student panelists to make student peers visible and available to share how they have engaged deeply with study abroad. 4. Attend and report back from Diversity Abroad Conferences and workshops.
OFFICE OF CAREER STRATEGY	1. Investigate new delivery methods for career educational content and launch new initiatives, including a series of short on-line animated videos, fully accessible for hearing impaired viewers. 2. Enhance collaboration with departments and student organizations, including the implementation of a structured method for student organizations to request customized workshops from OCS. 3. Implement a new three-year strategic plan of the international internship programs to allow broader opportunities, stronger in-country support and greater access to ISA funding for independently secured positions.

	4. Ensure that students are aware of the resources and programming that OCS delivers towards the nonprofit and government sectors and the arts industry. Develop appropriate programs, provide alumni referrals and market appropriately. 5. Create and execute a plan for the approval process and the logistical needs of the new Domestic Summer Award (DSA).
YALE SUMMER SESSION	1. Develop more effective and targeted internal communication strategies in a range of media for reaching key constituencies: students (Yale, visiting, and international); faculty, and advisors. 2. Develop video messages from the 2017 video shoot for use in targeted markets (highlighting specific course areas and/or aspects of the YSS experience) 3. Review all messages to ensure that they reflect the diversity of the student body. 4. Highlight the accessibility of YSS to a diverse student body, including Yale undergraduates and graduate students, U.S college students, high school seniors, and international students and faculty. Emphasize financial accessibility for Yale College students. 5. Refine the structure and messaging on the YSS website based on usability study data.
YALE VISITING INTERNATIONAL STUDENT PROGRAM	1. Reconfigure Y-VISP website to maximize inclusiveness and usability for prospective students, current students, partner institutions, and other constituents. 2. Collaborate with Y-VISP partner institutions to recruit students from a wider range of disciplines. 3. Collaborate with AYA to refine student access to Yale's Career Network and other AYA resources.

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)

CIPE	Working in collaboration, develop strategies that can change patterns of engagement by faculty in summer initiatives, and spearhead the work of sorting out the very significant and persistent institutional problems with facilities and staffing management for the summer.

	Across all divisions, and with Pericles Lewis and others on Yale's internationalization initiatives, develop and implement a plan for a coherent and transparent plan for collaboration between YNUS and Yale College.
FELLOWSHIP PROGRAMS	1. Bring the International Summer Award (ISA) process fully under the umbrella of Fellowships and Funding. 2. Complete the work of indenture review to maximize the resources available through each fellowship fund and implement changes in the application processes. 3. Review fellowship selection criteria and committee training in line with applicant demographics. 4. Create and market a suite of year-long post-graduate fellowships. 5. Collaborate with Study Abroad to advise and process credit requests for Light-approved sites.

STUDY ABROAD	1. Develop the YSS Abroad program through:
	   a. Systemic site visits to all YSS programs across a three- to four-year window for each program;
	   b. Conversion of YSS programs abroad, where practicable, to a 3rd-party partner model to increase the learning, health and safety of students while reducing the load on faculty and administrative processes;
	   c. Integration of non-Yale and Yale study abroad advising, tasking each adviser to focus on elements of YSS Abroad developments for each program in his or her advising portfolio;
	   d. Ongoing improvements to the Faculty Toolkit and faculty-led pre-departure meetings in collaboration with faculty;
	   e. Proactive discussions with department chairs and faculty about current and possible programs abroad that are a based in their departments with long-term commitments to program development.
	2. Take the lead role within CIPE for developing, testing, and maintaining emergency protocols, insurance management, and the possible implementation of Keynectup (emergency-management software).
	3. Guide the Study Abroad Working Group in reviewing YSS Abroad program proposals to ensure that any new programs contribute clearly and sustainably to YSS's mission.

OFFICE OF CAREER STRATEGY	1. After carefully analysis during the 16-17 year, launch new delivery methods for programming to replace many traditional in-person programs and a process for YC, GSAS and postdoc student organizations to request customized workshops from OCS. 2. Expand existing partnerships, including with academic department and the DCMA, to more efficiently collaborate on programs, alumni engagement, and faculty-led initiatives. 3. Scale summer career support, including reflection prompts and professional development tips, currently offered through the Yale-Coordinated internship programs, to all students. 4. Finalize and implement a five-year strategic plan for employer development.

YALE SUMMER SESSION	1. Collaborate with faculty and departments to develop a curriculum to support major and program requirements and to offer pre-requisites and gateway courses, where appropriate. 2. Diversify YSS offerings on ground, online, and abroad. 3. Encourage pedagogical innovation and develop incentives to encourage faculty to create innovative programming. 4. Review and (potentially) restructure special programs (Writers' Conference, ELI, and Drama Program).
YALE VISITING INTERNATIONAL STUDENT PROGRAM	1. Collaborate with Yale NUS College to expand partnership by allowing students to attend Yale College during either the fall or spring semester. 2. Innovate Y-VISP orientations at partner institutions and at Yale to maximize effectiveness for students. 3. Strengthen partnerships with new Y-VISP partner institutions, Ashoka University and ShanghaiTech University. 4. Leverage Y-VISP videos to assist partner institutions with marketing and recruitment efforts.

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)

CIPE	Working with others in YC, move forward the work of reorganizing both process and communication surrounding financial support for students, so that by summer 2018 we have a complete plan in place for full implementation in 2018-19. In 2017-18, building on our work on inclusion in 2016-17, we will revisit the "north star" advising model developed in 2010-11 and refresh our practices and bring all our staff into the process of using this model for advising.
FELLOWSHIP PROGRAMS	1. Construct robust messaging surrounding the work of the Y-1-1 portal. 2. Re-design website sections on self-designed projects and develop programing with focus on student growth and resiliency. 3. Revisit fellowship policies and guidelines to accurately represent our expectations of applicants and awardees.

	4. Collect data on the student fellowship path through Yale career.
STUDY ABROAD	1. Engage students in thoughtful program selection based on the best fit for their short- and long-term goals. 2. Guide students' critical reflection while abroad through newsletter reminders and resources. 3. Help students upon their return to develop and feel comfortable delivering their narratives about the outcomes of their time abroad and how they aim to build on any insights or lessons learned.
OFFICE OF CAREER STRATEGY	1. Implement a structured method for student organizations and departments to request customized workshops from OCS. 2. Continue to customize programming for GSAS and postdoc and expand the use of the student advisory committees to offer new and timely programs. 3. Create and execute a proposal and post-experience reflection process for DSA.
YALE SUMMER SESSION	1. Develop and provide robust academic support before and during summer session (e.g. advising, tutoring). 2. Enhance the residential experience for YSS students by increasing the amount and kinds of extracurricular programming. 3. Develop and manage a comprehensive residential life program for a diverse range of Yale Summer Session students who live on campus.
YALE VISITING INTERNATIONAL STUDENT PROGRAM	1. Implement critical reflection at strategic moments during the students' experiences at Yale, for both year-long and semester students. 2. Revisit and refine Y-VISP goals for student development with the Y-VISP steering committee and ensure that all aspects of the program's management align with these goals.

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)

CIPE	We will develop and implement the use across units of a shared Program Reports Database for the reports students are required to submit about experiences abroad. Our team, with leadership from Rebekah Westphal and Sam Cohen, will develop and implement the platform called Y11, which will replace the current chaotic distribution of funds to cover unexpected needs to students from a wide range of sources with a single streamlined application process.
FELLOWSHIP PROGRAMS	1. In collaboration with CIPE colleagues, develop student program report submission portal which will be used for stewardship, student assessment and helping potential applicants explore their options. 2. In collaboration with CIPE colleagues, develop the Y-1-1 portal and application system which will be housed on the Fellowships and Funding website. 3. Create robust collection of video content on the website: information sessions, bite-size 'how-to' videos and longer form workshops.
STUDY ABROAD	1. Conduct yearly usability tests of the study abroad website and make ongoing improvements accordingly. 2. Develop the YSS Faculty Toolkit with YSS faculty to ensure that this on-line resource is providing them effective support across a range of faculty-related matters and streamlining related processes. 3. Utilize Poll Everywhere (a live polling platform delivered to students via their cell phones or laptops) to gauge and act upon student input and feedback during in-person group sessions. Present a demonstration within CIPE and, possibly, at a Deans Plenary Meeting for Yale College. 4. Explore Canvas as a platform for pre-departure resources in a more consolidated and effective manner and for delivering customized materials to students (e.g. YSS vs. non-Yale, 1st experience vs. 2nd experience, etc.)
OFFICE OF CAREER STRATEGY	1. Create new methods to deliver educational content both virtually and on-line, including a series of short animated videos to deliver important career content on-line, fully accessible to hearing impaired viewers and the creation of a smart-conference room. 2. Customize and maintain an artificial intelligence chatbox to assist students, employers, parents and other visitors in navigating the vast context of the OCS website, including on-line videos, educational career content, application samples and many other tools. 3. Pilot Interfolio as a dossier management software through the Health Professions Advisory Program.

YALE SUMMER SESSION	1. Manage the flow of data between student information systems more efficiently and effectively: Build SLATE to Banner feeds for Credit/D/Fail and preferred name. Create map for non-binary gender selection once Yale develops a policy for this area of data collection. 2. Work with the YCBO, ITS, and others to move to electronic billing, to enable housing deposits, and to allow the use of credit cards to pay YSS bills. 3. Manage data maps affected by the transition to Banner 9. 4. Explore the use of Chatbot and other web-based technologies to enhance the transfer of information to students on the YSS website.
YALE VISITING INTERNATIONAL STUDENT PROGRAM	1. Develop the online Y-VISP application through SLATE, in collaboration with the Yale Office of Undergraduate Admissions. 2. Shift all paper-based materials and forms to a web platform.

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)

CIPE	In 2017-18 we will revisit our assessment processes across divisions and map out assessment and evaluation goals for the coming years.
FELLOWSHIP PROGRAMS	1. Continue to develop and implement a strategy for the use and presentation of data to communicate the work of Fellowship Programs and the achievements of our students. 2. Explore ways to assess fellowship experiences including through the online program reporting tool.
STUDY ABROAD	1. Analyze and report on the results of the 2017 YSS Abroad program survey. 2. Deploy a post-advising survey for students to provide feedback on advising sessions.
OFFICE OF CAREER STRATEGY	1. Continue to track appointments and drop-ins for commonly asked questions where information can better be delivered on-line in a more accessible fashion.

	2. Continue to provide annual data collection and reports on Yale College summer and post-graduate outcomes, create an annual cycle for the Yale College Four-Year Report based on the inaugural 2013 survey, and work closely with the GSAS and Postdoctoral Affairs Office to obtain career outcomes.
YALE SUMMER SESSION	1. Regularly review the survey tools created under the last strategic plan and update as necessary. 2. Create a new experiential survey for New Haven students. 3. Work with Tempo and Technolutions to develop and refine our use of PING data to improve our messaging and targeting. 4. Use term-time enrollment and majors data to align YSS course offerings with Yale College student demand.
YALE VISITING INTERNATIONAL STUDENT PROGRAM	1. Analyze longitudinal Y-VISP Assessment data and compile into outcomes report. 2. Revisit program goals vis-à-vis program and student development and refine student outcomes assessment survey to align with these goals.