THE CENTER FOR INTERNATIONAL AND PROFESSIONAL EXPERIENCE

STRATEGIC PLAN 2018-2020

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.

We hope to contribute to the larger goals of Yale College and the University according to Dean Chun's priorities:

- Education in the liberal arts must be at the center of the undergraduate experience- we must create an educational environment within and beyond the classroom that is unsurpassed.
- A vibrant and productive educational and social environment within the residential colleges.
- A strong co-curriculum that complements classroom learning.
- Programs and organizational elements that promote inclusion, resilience, personal responsibility, and the free exchange of ideas.

SHARED WORKING PRINCIPLES FOR THE CENTER FOR INTERNATIONAL AND PROFESSIONAL EXPERIENCE 2018-20

1. Increase our collaboration across divisions to be sure we make the best use of resources, learn together and from each other.

2. Provide strategies and models of innovation and good practice, piloting where appropriate initiatives for Yale College and other divisions.

3. Develop assessment and data analysis models that will serve our work and that of Yale College, and provide useful institutional models as well as data and information that can serve Yale College and the University.

4. Increase the visibility of CIPE initiatives and the stories of students we work with, both on campus and in the many broader communities within which we work.

Vision Statements that Guide the Work of the CIPE

1. **OUTREACH and INCLUSION:** We will reach out to students and encourage them to engage in activities that are appropriate to each student's stage of personal and academic development. We will ensure that CIPE effectively supports all students regardless of their individual backgrounds, financial resources, or personal identities.

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.

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, and to develop resilience, an effective ethical compass, and responsibility to the communities of which they are part.

4. **USE OF TECHNOLOGIES**: We will identify appropriate technological tools that enhance pedagogy and the delivery of academic and informational 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.

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.

GOALS AND ACTIONS FOR 2018-20 BY DIVISION

OUTREACH AND INCLUSION:

CIPE coordinated	1. With Sam Cohen's leadership, develop strategically the communication and marketing tools of the CIPE, raising our visibility and developing an effective and visually coherent portfolio of resources. 2. Schedule at least one meeting or workshop each year which focuses on creating across the CIPE an inclusive environment and accessible processes for all our students, facilitating professional development opportunities for follow up with staff across the CIPE. 3. Offer programming at or with the Cultural Centers to introduce the CIPE as a welcoming resource center for all students, and monitor participation rates for different student groups.
FELLOWSHIP PROGRAMS	1. Complete the Fellowships website revision and updates with improved navigation and content, conducting our second usability study as part of this process. 2. Develop and assess advising techniques for all our staff in collaboration with other CIPE divisions. 3. Hire two student outreach coordinators to develop new outreach avenues, particularly in the Cultural Centers.
STUDY ABROAD	1. Increase and become more effective with study abroad's "digital outreach" to students primarily via study abroad's improved newsletter platform & design, collaboration with YSS's Communications Manager, and tasking study abroad's student Outreach Coordinators with a focus on social media. 2. In Phase 1 (2018-2019): Compile and report (internally and/or externally) on demographic and other data of student participation in study abroad; evaluating existing practices and, together with input from other units on campus, such as Student Engagement, about their perceptions of and needs for study abroad support, lay the groundwork for updating our advising practices, website, and overall processes. 3. In Phase 2 (2019-2020): Informed by YCDO's strategic planning and in collaboration with Diversity Abroad and/or other similar organizations, implement effective practices for encouraging a greater number of students across a wider range of backgrounds and goals to study abroad. 4. Work across campus (e.g. Cultural Centers, LGTBQ+ Center, OISS and others) to collaborate on supporting students through our inclusion efforts.

OFFICE OF CAREER STRATEGY	1. Further streamline the OCS website to create a clean, easy-to-use experience for students, alums and employers in line with the use of the AI Bot. Provide additional samples, rubrics and on-line tools to enable students to access important career resources at any time. 2. Scale summer pre-departure activities so that all can be offered on-line, and enhance reflection prompts to be available to all students regardless of experience. 3. Starting in summer 2018, OCS piloted a location survey at the start of the summer for all YC students and then connected students with Alum Clubs in the respective cities. This will be scaled in future years, furthering our inclusion goals in that all students, regardless of their summer plans, benefit from these tools, alum connections and continued OCS support throughout the summer.
YALE SUMMER SESSION	1. Explore strategies for expanding summer financial assistance to make YSS financially accessible to more Yale College students. 2. Develop communication goals for each constituency for all YSS programs to align messaging with student needs. Use these goals to shape media content and drive outreach efforts.

PROGRAM DEVELOPMENT:

CIPE	1. In support of Yale College development initiatives, conduct a systematic review of student participation in different summer activities, programs and initiatives, review our findings to make necessary recalibraitons, and create a resource map of opportunities across the CIPE. 2. Review with the steering committee the Y-VISP program, including the Yale-NUS sub-program, and determine future directions and improvements, providing the dean with an implementation plan.
FELLOWSHIP PROGRAMS	1. Bring the International Summer Award (ISA) process fully under the umbrella of Fellowships and Funding. 2. Complete our review of fellowship selection criteria and committee training, and revise these to support changing applicant demographics. 3. Revise and implement new streamlined processes for Summer and Postgraduate Fellowship applications. 4. Create and implement a plan for review of Light Fellowship piloted programs and the impact of the Light Fellowship on language study more broadly.

STUDY ABROAD	1. Complete the second phase of moving YSS Abroad toward a more "professionalized" model of program management following our plan for specific changes, while introducing YSS Abroad faculty to the Forum Standards and other prominent literature in the field of study abroad. 2. Oversee sustainable growth in the number of Yale Summer Session programs abroad including, in collaboration with related departments, possibly developing programs in Quito (2019, Intermediate Spanish), Changsha (2020, Global Health), Front Royal, Virginia (2020, Science). 3. Building on the planning and potential experience with Front Royal, Virginia, explore innovative Yale Summer Session domestic "study away" opportunities.
OFFICE OF CAREER STRATEGY	1. Develop the platform for providing students support for summer learning, so that outcomes and on-going professional reflections will be recorded by students in their Yale Career Link Account (Symplicity). 2. Continue working with faculty, student organizations, the Office of Postdoctoral Studies and the Graduate School of Arts & Sciences Dean's Office, to create unique programs and resources for graduate students and postdocs. Building on strong success with the three-minute thesis, departmental orientations and GSAS specific programs, OCS will now work towards creating some structure around shorter-term experiential learning programs. 3. The DSA and the increase in students seeking opportunities outside historically pre-vetted opportunities have forced OCS to reconsider how close employer partners are marketed. Starting in 2018-19 close employer partners, alums, donors, parents, etc. will be grouped into a new high-profile category called "Preferred Yale Partners" to give them greater visibility among students, and a simplified job posting process will be created for them.
YALE SUMMER SESSION	1. Develop a summer computer coding course in collaboration with Flatiron for 2019. Seek Yale College credit for the course. 2. Target key areas for for-credit course development: Yale-Smithsonian partnership (YSS); Statistics, MATH 115, Global Affairs/Political Science, and Language (Online) 3. Create an umbrella for non-credit programs (including IVY, ELI, YWW, and new custom programs) to position them more effectively to visiting students. 4. Explore opportunities in the US and abroad for integrated science and humanities programs, especially in environmental science.

STUDENT DEVELOPMENT:

CIPE	1. Conduct a facilitated North Star advising workshop with follow-up for all CIPE staff, to refresh our advising practices and to ensure that they foster personal development for all our students. 2. Assess student experiences with reference to Yale College desired developmental outcomes and review and revise our practices in the light of our findings.
FELLOWSHIP PROGRAMS	1. Launch and continue to develop the SafetyNet Funding Portal. Provide training on SafetyNet to student support networks (FroCos, RC Deans and Heads, College Advisors etc.). Provide thoughtful messaging to students around the launch of SafetyNet to manage expectations. 2. Re-design sections of our website on independent projects and develop programing with a focus on student growth and resilience. 3. Collect data on the paths of students in relation to fellowships throughout their Yale career.
STUDY ABROAD	1. Provide students with improved pre-departure and return support. In the case of returning students, offer a visually appealing and engaging newsletter and other targeted approaches encouraging and challenging students to build upon their overseas experiences in thoughtful ways. 2. Launch an on-line platform and searchable database for prompting and collecting thoughtful end of program reports, which will serve both to guide students' critical reflection when writing these reports and, for subsequent groups, when contemplating program selection before going abroad. 3. If possible, collaborate with Yale's new "Major Roadmaps" initiative, which is still under development, to consider how advance planning for study abroad can and should run alongside considerations of particular major requirements.
OFFICE OF CAREER STRATEGY	1. With proper donor support, scale the Designing Your Career@Yale program to the sophomore class. Depending on the support available, create additional on-line modules of the program for students to continue the experience. 2. In response to the fast-changing recruiting landscape, continue program enhancements to prepare students for earlier recruiting, virtual interviews and on-line employer assessments.

YALE SUMMER SESSION	1. Match summer tutoring resources with demand in STEM, economics, and writing.
	2. Enhance the residential experience by re-tooling the intellectual and co-curricular activities offered to students.
	3. Encourage engagement, community, and resilience through new initiatives in programming for campus residents in YSS New Haven.

USE OF TECHNOLOGIES:

CIPE	1. In the context of the Yale College website review, work with YC colleagues to develop a script for emphasizing the Dean's priorities across the entire College communications environment.
	2. Support and collaborate with the YC revision project in every useful way as the project progresses.
FELLOWSHIP PROGRAMS	1. In collaboration with CIPE colleagues, develop a student program report submission portal which will be used for stewardship, student assessment and helping potential applicants explore their options.
	2. Develop the SafetyNet website to include messaging on financial literacy: budgeting, taxes, other funding resources and how to deal with unexpected financial need.
	3. Continue to create robust collection of video content on the website: information sessions, bite-size 'how-to' videos and longer form workshops.
	4. Begin overhaul of the Student Grants Database and move to new fellowships application platform.
STUDY ABROAD	1. Work with Sam Cohen to review analytics for the Study Abroad web site to determine student use of particular resources, utilizing insights to revise and revamp our online efforts.
	2. Continue to develop for YSS Abroad faculty our on-line Faculty Toolkit, expanding it to include Forum Standards and other resources for effective program management.
	3. Via Canvas, launch a new on-line pre-departure platform for presenting students with crucial information and questions to help them prepare more effectively for their upcoming time abroad. This resource will also serve students who do not have an in-person predeparture meeting requirement.
	4. Launch a new on-line platform and searchable database for prompting and collecting thoughtful student program reports, making these reports available as an information source to prospective applicants.

OFFICE OF CAREER STRATEGY	1. Continue to build the popular animated video series with guidance on applying to various graduate and professional school programs, writing personal statements, and several other topics. 2. The AI Bot rolled out in January 2018 and has driven a new user experience which led OCS to a website remap. The Bot will be further enhanced with outcomes data and other new features including a possible live chat feature. Enhance the use of the AI Bot to enable students more direct control of career resources and provide additional samples, rubrics and on-line tools to enable students to more fully own their career search.
YALE SUMMER SESSION	1. Build systems with IT and the bursar to enable taking and recording deposits. This will allow us to manage program and housing enrollment more efficiently. 2. Work with the YCDO to finalize the eligibility matrix for summer programs to help students make informed decisions about options for summer study.

SYSTEMATIC ASSESSMENT:

CIPE	1. Using the summer experience and first destinations surveys in conjunction with CIPE internal records, review and report on student activities and create new tools for assessing their impact on student learning and decision-making. 2. Review all assessment tools currently used, and upgrade and improve them to answer an updated set of questions about the educational experience of this generation.
FELLOWSHIP PROGRAMS	1. Complete the development and implementation of 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. Review, act upon, and continue to improve YSS Abroad surveys of student and faculty experiences on our own programs. 2. Implement a post-advising survey such that Study Abroad's advisers may continually monitor and improve upon the advising we provide students. 3. Leverage analytics in continuing to develop on-line resources.

	4. Kelly will work as part of the "Core Team" on Yale University's 2019 Reaccreditation Report, turning attention from that project once completed to CIPE's next center-wide assessment survey, potentially focused on the topic of Engagement or Personal Responsibility.
OFFICE OF CAREER STRATEGY	1. OCS will assess changes in the HPAP process, DSA implementation and management, professional development tools for students throughout the summer, and new short-term experiential learning opportunities. 2. Working with ITS, develop a system for Yale faculty and staff to directly access OCS outcomes data.
YALE SUMMER SESSION	1. Develop and implement a residential experience survey for 2019. 2. Use GDPR-compliant data analytics from Slate and Google to measure the effectiveness of media outreach.