

# THE CENTER FOR INTERNATIONAL AND PROFESSIONAL EXPERIENCE

## STRATEGIC PLAN 2020-2022

### **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 2020-2022**

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 2020-2022 BY DIVISION**

**OUTREACH AND INCLUSION:**

<b>CIPE coordinated</b>	<ol style="list-style-type: none"> <li>1. Develop across the CIPE a plan for assessing the effectiveness of our outreach initiatives</li> <li>2. Create a calendar for outreach initiatives with other divisions and to students that maximizes use of and understanding of our offerings for different groups of students.</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Create more inclusive and DEI knowledge-based culture in the office through appropriate readings, workshops and discussions (including POD Discussions as part of the CIPE DEI Action Plan)</li> <li>2. Improve Light fellows pre-departure to raise awareness of identity issues while overseas by collecting and distributing Light Fellowship experiences regarding these issues (particularly from BIPOC)</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Create a Yale Study Abroad “snapshot” of the opportunities, resources, and support that our office provides and share this snapshot with the colleagues and student groups identified above to foster a baseline understanding of what Yale Study Abroad offers to students.</li> <li>2. Make demographic and other data regarding participation in study abroad more accessible and transparent both to raise awareness of who goes abroad, where, and for what kinds of experiences and to help address gaps in the accessibility and diversity of those opportunities.</li> <li>3. Meet once a month during the academic year to discuss workshops, readings, and other resources on the topic of Diversity, Equity, and Inclusion and embed effective practices gleaned from those discussions in all of our work when possible.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. With increased website functionality launched in August 2020, regularly maintain and update resources and opportunities housed within the seven OCS Career Communities and seven Affinity/Identity communities. Continue to build the Preferred Yale Partners and Summer Alum Club Outreach initiatives to facilitate student/alum connections across locations and career interests and enable Yale community members easier ways to hire Yale students/graduates.</li> </ol>

<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Collaborate with Student Financial Services to manage the allocation of free courses and room and board and to ensure effective communication with students about Pell and loan eligibility for all students on financial aid.</li> <li>2. To help make YSS more accessible, work with the Bursar to develop payment plan option for Yale College students</li> <li>3. Review website, outreach, digital, and social media to ensure inclusive language and that images capture the diversity of students who attend YSS.</li> </ol>
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**PROGRAM DEVELOPMENT:**

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Working across divisions, assess and recalibrate program offerings to meet the needs of students in all fields and at all stages of their learning.</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Improve payment disbursement process for students and fund administrators by moving fellowship and DSA payments to bursar accounts or via smoother direct deposit process. This will save hundreds of hours of work and reduce frustration levels on all sides!</li> <li>2. Improve International Study Award (ISA) student experience and application process and save administrative time by re-designing ISA application, administrative process, advising, workshops, and website.</li> <li>3. Improve fellowship committee experience for panelists and candidates by reviewing and improving process for committee recruitment, retainment, and training.</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Develop, via the online Faculty Toolkit, Yale Summer Session Programs Abroad instructors' familiarity with the Forum on Education Abroad Standards of Good Practice, including the areas of health, safety, security, diversity, equity, inclusion, and sustainability.</li> <li>2. Ensure that growth or changes to the number and content of Yale Summer Session Programs Abroad align with student interests, diversity and inclusion initiatives, and curricular needs while taking into account staff capacity for implementing new programming at the highest standards for program management and desired outcomes, including student health and safety.</li> </ol>

<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. Increase the reach of summer funding with the Summer Experience Award (SEA) with a critical eye towards a more efficient process to enable students the pursuit of opportunities in line with their academic and professional goals, including international students seeking opportunities in their home countries.</li> <li>2. Further enhance the initiatives for our GSAS students and postdocs, including collaborative work with departments and other Yale Centers to engage a broad range of students with OCS resources. Build upon the successful Common Good &amp; Creative Careers and STEMConnect initiatives, by considering further partnerships and collaborative programming with faculty, departments, and other Yale centers to ensure all students are aware of these resources and how to best engage with these specialty areas.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Develop 10 new Yale Summer Online courses to expand the permanent online portfolio. Areas for development include political science, chemical engineering, economics, film and media studies, physics, and music.</li> <li>2. Develop a hybrid (part online, part in-person) version of FSY for 2021.</li> <li>3. To accommodate the growth of the program from 72 to 108 students over the next three years, investigate the possibility of concurrently running online and on-ground versions of the program.</li> <li>4. Develop online versions of the Actors' Conservatory, select Certificate Programs, and the Yale Writers' Workshop for 2021.</li> <li>5. Expand the number of New Haven-based courses to accommodate expected increases in enrollment, 2021 and 2022.</li> </ol>

**STUDENT DEVELOPMENT:**

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Review and revise our practices of working with and communication with students to support independent decision making, resilience and strategy in their use of Yale resources.</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Prepare students more comprehensively for overseas and domestic experiences by putting together CIPE-wide pre-departure program. Pre-departure program will include sections on goal setting, sustainability, ethical engagement, identity and inclusion, and health and safety.</li> </ol>

	<ol style="list-style-type: none"> <li>2. Provide clearer guidance and resources to alumni and graduate/professional students via website updates, targeted mailing to provide a worthwhile service to these groups without detracting from F&amp;F primary work with undergraduates</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Develop advising plans, particularly in light of Zoom appointments, for discussion of personal identity, personal finances, and other potentially difficult topics in student advising appointments both to better prepare the team should such topics arise and to create a welcoming environment for students to raise such topics should they wish to do so.</li> <li>2. Make explicit desired student learning and developmental outcomes for experiences abroad and help students to achieve those and other self-defined goals for productive experiences abroad and after return.</li> <li>3. Strengthen connections between potential fellowship candidates with former Yale national fellowship winners via database of contacts. These connections will encourage increased degree/institution research success, fellowship accessibility, knowledge of application processes and diversity of future applicants.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. With newly secured donor support for the Designing Your Career@Yale program create on-line modules for continue engagement and continue to offer staff training for career services professionals. Adjusting to a new recruiting landscape post COVID-19, explore new recruiting partnerships with employers and peer schools to expand the industry and geographic breadth of employers recruiting Yale students.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Re-imagine the focus/structure of residential life to accommodate the increase in Yale students expected to live in housing over the next three years. Create new activities to serve student needs.</li> <li>2. Re-structure the residential counselor position and compensation structure in order to enhance recruiting.</li> <li>3. In the event of a COVID-restricted summer in 2021, revise staff training to prepare for managing COVID restrictions.</li> </ol>

**USE OF TECHNOLOGIES:**

<p><b>CIPE</b></p>	<ol style="list-style-type: none"> <li>1. Reform the management of our front office through use of technologies in combination with a review of procedures in managing our engagement with all visitors.</li> <li>2. Using our lunch and learn format, introduce all staff to best practices in our use of web technologies for informational and process purposes.</li> </ol>
<p><b>FELLOWSHIP PROGRAMS</b></p>	<ol style="list-style-type: none"> <li>1. Revise the Fellowships &amp; Funding website to make navigation clearer and more accessible by reviewing content with respect to Equality v. Equity</li> <li>2. Strengthen connections and outreach with current students and alumni via new social media platforms. Put together comprehensive social media plan.</li> </ol>
<p><b>STUDY ABROAD</b></p>	<ol style="list-style-type: none"> <li>1. Revamp our website and improve navigation to:             <ol style="list-style-type: none"> <li>a. Update and expand our diversity and inclusion resources</li> <li>b. Represent more fully the diversity of students who go abroad</li> <li>c. Make explicit desired learning and developmental outcomes for study abroad</li> <li>d. Provide data about participation rates in study abroad</li> </ol> </li> <li>2. Launch a new on-line pre-departure platform via Canvas for presenting students with crucial information and questions to help them prepare more effectively for their upcoming time abroad.</li> <li>3. Assuming on-going restrictions on study abroad due to the COVID-19 pandemic, help to provide faculty the highest-level personalized support in mounting their Yale Summer Session programs in the on-line environment.</li> </ol>
<p><b>OFFICE OF CAREER STRATEGY</b></p>	<ol style="list-style-type: none"> <li>1. With increased website functionality launched in August 2020, regularly maintain and update resources and opportunities housed within the seven OCS Career Communities and seven Affinity/Identity Communities.</li> <li>2. Roll out a new OCS newsletter customized to each student based on their degree level and the Career and Affinity/Identity Communities selected by the student.</li> <li>3. Further incorporate the Symplicity virtual career fair module (soon to have a video component) as appropriate, into the OCS networking nights and Consortium Career Fairs to allow for greater employer and student participation regardless of location.</li> </ol>

<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Build data map from Slate to Banner to add a processing fee and to eliminate the application fee for Yale College students. (Alternate: Revise Slate to eliminate app fee for Yale College Students.)</li> <li>2. Leverage technology and online design expertise to improve remote course quality</li> <li>3. Adjust administrative staffing and processes (admissions, course changes, housing, etc.) to facilitate the free courses earned in 2021 and 2022.</li> <li>4. Ensure that Slate application and Course Search tool are ADA compliant</li> </ol>
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**SYSTEMATIC ASSESSMENT:**

<b>CIPE</b>	<ol style="list-style-type: none"> <li>1. Review our assessment practices and create a strategic assessment plan which will address a broad range of questions of interest across Yale College,</li> </ol>
<b>FELLOWSHIP PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. Improve fellowship reporting process for students and donor stewardship by reviewing report forms and requirements, and report collection system to make it more efficient, consistent, and for ease of distribution to Development (and in turn to donors).</li> </ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"> <li>1. Create a stand-alone student survey for Yale Summer Session Programs Abroad that complements but goes beyond the existing Online Course Evaluation to capture student feedback on their experiences on Yale’s own programs abroad. The results of this survey would be shared with individual faculty members, department chairs and ultimately the entire YSS Abroad faculty.</li> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. OCS will assess changes to the Summer Experience Award (SEA).</li> <li>2. Create a sustainable system to annually report OCS engagement by year, degree, major/discipline, gender, and ethnicity and report YC outcomes data by gender, and ethnicity. Develop a YC Eight-Year Out Survey for the Class of 2013 to be launched in summer 2021, with similar analysis and display to the annual First Destination and Four-Year Out Surveys.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Use the 2020 Faculty Survey to help the remote course teams support faculty if 2021 courses are online.</li> <li>2. If courses are delivered remotely in 2021, repeat the Faculty Survey</li> <li>3. Develop and administer res life survey for COVID-restricted summer. Use updated version of the 2019 survey for a “normal” summer.</li> <li>4. Develop and administer end-of-first year survey for FSY students</li> </ol>