

# THE CENTER FOR INTERNATIONAL AND PROFESSIONAL EXPERIENCE

## STRATEGIC PLAN 2022-2023

### **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 2022-2023**

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 2022-2023 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 units in and beyond Yale College 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. Complete Fellowships &amp; Funding website revision to make navigation clearer and more accessible by reviewing content with respect to Equality v. Equity. Include data visualizations on fellowship participation. Revise navigation. Expand DEI resources on the site.</li> <li>2. Centralize Safety Net decision-making process to create more equitable, efficient system for students and admin.</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 colleagues both within and outside of CIPE (Student Engagement, LGBTQ+, etc.) and student groups (peer liaisons, etc.) 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> </ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"> <li>1. Provide closed captioning for recorded OCS programs up to the University's standards.</li> <li>2. Continue to enhance build OCS Affinity/Identity Communities on the OCS website</li> <li>3. Collaborate with the NACC on career programming and include one of their graduate peers in our quick questions peer advising training.</li> </ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"> <li>1. Collaborate with UFA to ensure that students know how to fund summer study in all modalities (New Haven, online, and abroad).</li> <li>2. Review website, outreach, digital, and social media to ensure inclusive language and that images capture the diversity of students who attend YSS.</li> <li>3. Maintain messaging on using COVID-19 Courses and Housing Subsidies for students who may have these remaining</li> </ol>

**PROGRAM DEVELOPMENT:**

<b>CIPE</b>	<ol style="list-style-type: none"><li>1. Working across divisions, create a process for us to use to 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. Revise and strengthen grant administration communication and training to address staff turnover and policy discrepancies.</li><li>2. Develop comprehensive outreach and communication plan for all national fellowship competitions.</li></ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"><li>1. Develop a process to 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. Review OCS programming with an eye toward developing more efficient 15–30-minute programs and reducing longer programming.</li><li>2. Expand the travel reimbursement program to include other career-related subscriptions and events, and possibly run it through SafetyNet.</li><li>3. Further enhance 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.</li></ol>
<b>YALE SUMMER SESSION</b>	<ol style="list-style-type: none"><li>1. Assess demand for YSS courses in light of any remaining COVID-19 Courses in the pipeline.</li><li>2. Review overall distribution of courses between in-person and online course offerings and evaluate distribution by division. Make adjustments for 2023 as needed.</li><li>3. Revise the timeline for YSO course development.</li><li>4. Assess Flatiron, CPIS, and YWW programming in 2022 and make adjustments for 2023</li><li>5. Expand FSY to 108 students; adjust programming as needed</li></ol>

**STUDENT DEVELOPMENT:**

<b>CIPE</b>	<ol style="list-style-type: none"><li>1. Review and revise our communication and advising practices to support students in 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. Complete alumni database of contacts to strengthen connections between potential fellowship candidates with former Yale national fellowship winners and other postgraduate winners. These connections will encourage increased degree/institution research success, fellowship accessibility, knowledge of application processes and diversity of future applicants.</li><li>2. Design programming around rejection and failure during the fellowships process to support students ‘when they don’t know what to do next’ and to normalize rejection.</li></ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"><li>1. 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></ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"><li>1. Build a sustainable online assessment tool based on the Designing Your Career@Yale program principles for continued engagement and continue to offer staff training for career services professionals.</li><li>2. Bring on an AI resume and interview tool to assist students in navigating the current recruiting landscape deep with AI tools</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 an increase in the proportion of visiting (vs. YC students) in the summer residential colleges. Create new activities to serve student needs.</li><li>2. Review the residential counselor position and compensation structure in order to enhance recruiting.</li><li>3. In the event of COVID-related requirements in 2023, revise staff training and move-in planning</li><li>4. Assess FSY programming in 2022 in preparation for expansion to 108 students in 2023.</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. Use our lunch and learn format to introduce staff to best practices in our use of web and collaboration technologies for informational and process purposes.</li> <li>3. Continue to strengthen the CIPE's commitment to web accessibility with new closed captioning goals, content evaluations, and visual enhancements.</li> </ol>
<p><b>FELLOWSHIP PROGRAMS</b></p>	<ol style="list-style-type: none"> <li>1. Implement a new student communication system using text software to strengthen student understanding of fellowship deadlines, requirements, policies, tips. Text notifications will be opt-out only.</li> </ol>
<p><b>STUDY ABROAD</b></p>	<ol style="list-style-type: none"> <li>1. Revamp our website 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> <li>e. Rework our top-level navigation buttons in line with how students themselves search for information.</li> </ol> </li> <li>2. Launch a new on-line pre-departure platform via Canvas for presenting students working with all CIPE divisions with crucial information and questions to help them prepare more effectively for time abroad.</li> </ol>
<p><b>OFFICE OF CAREER STRATEGY</b></p>	<ol style="list-style-type: none"> <li>1. Build a sustainable online assessment tool based on design principles for easier access by students and the general public.</li> <li>2. Train staff and students on AI resume and interview practice tools to assist students in navigating the current recruiting landscape deep with AI tools</li> </ol>
<p><b>YALE SUMMER SESSION</b></p>	<ol style="list-style-type: none"> <li>1. Leverage technology and online design expertise to improve remote course quality</li> <li>2. Improve data management systems for tracking visiting student and faculty vaccination status, international student health insurance, COVID testing compliance (if relevant in 2023), and student housing requests and placements.</li> <li>3. Work with the University Registrar to mark online courses in the system (using the “E” we use for YSO courses) for ease of tracking</li> </ol>

**SYSTEMATIC ASSESSMENT:**

<b>CIPE</b>	<ol style="list-style-type: none"><li>1. Hire a Director of Assessment and review our 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. Develop survey for fellowship applicants for internal summer and postgraduate to assess communication and readiness during application process.</li></ol>
<b>STUDY ABROAD</b>	<ol style="list-style-type: none"><li>1. Utilize students' post-study abroad program reports, which include embedded Likert and other reflective assessment questions, to prompt and collect returned students' self-reported learning outcomes and personal development and make available findings to the broader community.</li></ol>
<b>OFFICE OF CAREER STRATEGY</b>	<ol style="list-style-type: none"><li>1. Develop a YC Ten-Year Out Survey for the Class of 2013 to be launched in summer 2022, 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. Work with the Dean of Yale College to launch a major assessment of the FSY program (10 years since the program began; 5 years since the last review)</li><li>2. Determine which FSY assessment tools we can use in 2022, without OIR or other staff support</li></ol>