

Strategic Partnerships as a Driving Force in IUPUI's Internationalization: Concept Paper March 2006

Universities have a distinctive role to play in illuminating, negotiating, and harnessing the power of the global networks that increasingly frame our lives. In this light, IUPUI will develop a set of core international partnerships that advance campus internationalization and provide vital linkages between key areas of the world and central Indiana. These partnerships will model the kind of international collaboration that enhances science, commerce, culture, and the health and well-being of the communities that they link together. The partnerships will be based on principles of reciprocity and resource-sharing that advance both parties and open up conversations which bridge national and cultural differences. And they will provide platforms for deep, cumulative learning, research, and engagement with particular parts of the world, such that new projects may build on previous ones, students encounter these partners in a wide variety of courses and co-curricular activities, and long-standing relationships are fostered between the Indianapolis region and the partner communities.

IUPUI has been fortunate to develop as a campus within a rich and distinguished tradition of international education, research, and service of its parent Universities – Indiana and Purdue. With world reputations in distinct and complementary areas, IUPUI has been able to collaborate with colleagues across the state while developing its own unique strengths. As a part of the newly announced Indiana University international initiative, this campus plan for Strategic Partnerships will provide a resource and asset for the entire university.

Building upon its existing Strategic Plan for Campus Internationalization, IUPUI will designate a small set of Strategic Partnerships: affiliations that serve as incubators for curriculum internationalization, student learning, study abroad, faculty research, professional application, diversification of the student/faculty body, and civic, economic, and cultural development for central Indiana. Through a broad-based process, 10 to 15 Strategic Partners will be designated over the next several years. The actual number will depend on continuous review and strategic campus priorities.

Strategic Partners will generally be single or small sets of universities within a single country which has strategic importance for the internationalization of IUPUI and its surrounding community, and with which multiple IUPUI units might be involved and long-term, sustainable relationships are being built. Such Partnerships might also include organizations with global reach within specific areas of strategic importance to IUPUI, such as health care, nutrition and world food supplies, leadership development, education, the environment and so forth. The selection of these Partners will reflect university and community interests, critical regions of the world, and the potential to enhance international learning, research, and engagement. The Partnerships will be established with the potential to positively affect central Indiana and the state's economic, educational, and cultural development, and they will take into account and collaborate with other campuses of Indiana University—especially IU Bloomington. Through its partnership with the region and state, IUPUI hopes to help the Indianapolis region become one of the world's best places to live, work, and learn because of its global connections.

The Strategic Partnership idea recognizes international affiliations as key resources in university internationalization. By directing concentrated efforts toward such Partners, IUPUI will develop each into a major source of collaboration and resource-sharing that brings an international dimension to teaching, research, institutional development, and civic engagement across the campus. A cumulative

base of experience concerning a particular Partner will enable new activities to emerge easily. Students and faculty from all of IUPUI's schools will encounter the Partner in multiple courses, projects, and public events. They will know students and faculty from the Partner institution and perhaps have traveled there themselves. Finally, IUPUI students and faculty will develop a knowledge base concerning that particular country that spreads across learning, research, and civic engagement, in the professional schools and the arts and sciences alike.

Such Strategic Partnerships are not intended to displace the many school or department-specific affiliations that currently exist between IUPUI and institutions around the world. The university will continue to support such specific affiliations. Strategic Partnerships, however, will be those that cross-cut several units of IUPUI and result in broad impact across the campus. All units will be welcomed in developing projects and programs with the Strategic Partners. IUPUI will also provide campus-wide workshops, lectures, films, videoconferences, and performances to support general learning about these Partners. Interdisciplinary study abroad programs, curriculum collaborations, and faculty-student exchanges will also be developed.

In establishing its Partners, IUPUI will work with University, city, state and national leaders to help prepare Indiana and the Indianapolis region for a new order of global interaction and interdependency. As Indiana's economic interests depend increasingly on world trade, as its citizens are drawn from an ever-widening range of nations and cultures, and as local social issues of health, wellness, environment, and security depend on factors beyond national borders, IUPUI will play a vital role in preparing local leadership and an informed citizenry for understanding and action in a global context. It will also produce graduates with the international skills and knowledge now vital to virtually every profession from life sciences and advanced manufacturing to law, engineering, information technology, business, and the arts.

IUPUI will draw on Indiana University's extraordinary resources and history of international leadership, seeking partnerships with faculty, students, and administrative offices throughout Indiana University. IU's area studies centers and language programs, centered primarily in Bloomington, are unrivaled in the United States and are a valuable complement to IUPUI's distinctive international projects centering on professional application and civic engagement. IUPUI will also work with its partner Purdue University in collaborations of mutual benefit to the two institutions and the state. And, IUPUI will seek collaboration with the region's independent colleges and universities to better serve central Indiana.

Such Partnerships will thus result in an integrated set of international activities that cut across IUPUI's many schools and reinforce each other. IUPUI and its Strategic Partners will share faculty and other resources, further enhancing each other's capacity for international work. And the collaboration and interchange that results will model the globalized nature of scholarship and science today, while simultaneously developing skills of cross-cultural exchange, reciprocity, and respect. IUPUI will take advantage of its exceptional information technologies and capacity for world-wide, high-speed connectivity to extend and sustain relationships that may begin in personal meetings but that can continue because of the ability to maintain communication on a daily basis. As opportunities for collaborative research through electronic means expand, IUPUI will be at the forefront of using this potential for creating a global network.

Finally, such Partnerships will play a key role in providing international understandings, skills, and experience to students who might otherwise not have such opportunities. Reference to the Partners and their nations – through units, lectures, videoconferences in a variety of courses - will spread across both the general education curriculum and the majors, enabling professional and pre-professional students to incorporate international learning across their studies. Such learning will be embedded into the existing curriculum, reducing the need for the development of large numbers of new, stand-alone courses. Faculty from Partner institutions will assist with instruction – both in person and virtually – thereby affecting the diversity and expertise of the faculty (at the same time that IUPUI faculty do the same in reverse for the Partners). Students from the Partners will be recruited to do at least part of their studies at IUPUI, thus diversifying our classrooms. And study abroad opportunities that include civic engagement and service learning at Partner institutions will attract students who might otherwise not engage in overseas study. Long-term relations will permit IUPUI to develop new forms and types of student exchanges based on institutional knowledge and trust – meaningful and substantive interactions that can occur in different time blocks and sequences than traditional programs, incorporating service learning, internships, and electronic interactions.

IMPLEMENTATION: The dean or senior administrator who wishes to establish a Strategic Partnership may propose the affiliation to the IUPUI Dean for International Affairs, who will prepare a dossier for campus consideration. The dossier will contain evidence of the proposed Partnership's contribution to the mission and strategic objectives of the campus, the basis for a long-term, sustainable relationship, a proposed budget or description of how interactions will be funded on a sustained basis, and an assessment of the benefits. The proposal will be reviewed by the International Affairs Program Committee, the University Dean of International Programs, the IUPUI Faculty Council Executive Committee, and others (as appropriate to the proposal) for comment and advice. Following a period of review and comment, the IUPUI Dean for International Affairs will present the proposal to the Executive Vice Chancellor and Dean of the Faculties, who will review it with the Chancellor. With the consent of the Chancellor, the Executive Vice Chancellor and the IUPUI Dean of International Affairs will present the proposal to academic deans for review and final approval. The IUPUI Dean for International Affairs will manage the comment and review process, including the development of the dossier for final review and approval.

Once established, the Strategic Partnership will be coordinated by a committee of faculty drawn from across IUPUI and supported by the Office of International Affairs. This committee will foster new activities with the Partner, establish principles and guidelines for working with the Partner, and coordinate campus activities with the Partner. The committee will also periodically assess and review the Partnership within the established program review process at least once every seven years, making recommendations for future action.