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Strategic Plan 2014-2017

Progress Report
July 2015

Berkeley International Office

<http://internationaloffice.berkeley.edu>

1. Build and Strengthen Partnerships (1/3)

- **Engage in campus globalization initiatives and support the work of the Global Engagement Office.**
 - ✓ Attended meetings with Global Engagement Office to keep abreast of campus-wide globalization initiatives
 - ✓ Participated in all Berkeley International Group meetings
 - ✓ Presented for GEO international visitors on the J scholar process and research opportunities at UC Berkeley
 - ✓ Hold regular meetings with GEO Staff and consult with them on an as need basis.
- **Enhance undergraduate student experiences by partnering with the Office of the Vice Chancellor for Undergraduate Education.**
 - ✓ Took the lead of the International Student Success Working Group
 - ✓ Partnered with the Office of the Vice Chancellor for Undergraduate Education and ISSWG to present at Stay Day 2015 and developed the 2nd annual report from the working group
- **Strengthen liaisons with student service and academic units to promote student and scholar success.**
 - ✓ Developed materials for the Center for Teaching and Learning on best practices for supporting international students
 - ✓ Integrated BIO session in Transfer CalSO sessions
 - ✓ Added School of Journalism as a liaison
 - ✓ Strengthened liaison relationships with culture and identity-based student organizations (i.e., KUNA, BCSSA, and CGPSA) by initiating at least one in-person meeting with their core members, sharing feedback/suggestions, and assisting with their outreach efforts
 - ✓ Attended BCSSA and CGPSA welcome receptions for new Chinese students to introduce BIO's role and services for international students
 - ✓ Implemented a Re-Entry Workshop for MasterCard Foundation scholars
 - ✓ Initiated a liaison relationship with Parking & Transportation Services.
 - ✓ Participated in the Summer Bridge Advisor Networking event in June 2015.
 - ✓ Developed mailing list of department advisors to receive Bulletin during academic year.
 - ✓ Created generic "call for articles" blurb for Advisor-liaisons to contribute to Bulletin; sent reminders to Advisors to request articles from liaisons.
 - ✓ Joined campus 'Advisornet' email list and promoted BIO staff workshops directly
 - ✓ Sit on the Advising Council.
 - ✓ Sit on the Career Center Advisory Committee
 - ✓ Sit on the Recreational Sports Facility Board of Directors

1. Build and Strengthen Partnerships (2/3)

- **Strengthen liaisons with student service and academic units to promote student and scholar success (cont'd).**
 - ✓ Ongoing outreach and partnership with Counseling & Psychological Services
 - ✓ Student of Concern Committee- Engagement with key campus stakeholders (Dean of Students, L&S, Grad Div, Student Conduct, CPS, Disable Students Program, Residence Life University Police) for critical student cases
 - ✓ Representation on UHS Medical Withdrawal Committee for students withdrawing from or applying for readmission due to medical issues
 - ✓ Continuing partnership with Summer Sessions
 - ✓ Outreach and tailored support for graduate programs at Haas School of Business and Berkeley Law
 - ✓ Assisted in international student policy development for new Executive Masters in Public Policy
 - ✓ Ongoing outreach and partnership with Gradate
 - ✓ Relationship-building with new IIE/Fulbright liaisons, continuing partnership and support for Fulbright transfers
- **Collaborate with Campus Shared Services and the Office of Faculty Equity and Welfare to enhance scholar and faculty experiences.**
 - ✓ Initiated and organized regular check-in meetings with department liaisons, such as ERSO, RES, and other CSS service teams (EB & J-Team)
 - ✓ Met with Office of Faculty Equity and Welfare to solicit input on how to best provide services to international faculty
 - ✓ Organized focus group meetings with key campus partners in preparation for the new J regulations
 - ✓ Presented campus-wide meetings to share scholar updates and best practices
 - ✓ Held consultative meetings with the Head of Shared Services to streamline support services for campus researchers and staff.
 - ✓ Consulted with Office of Faculty Welfare to streamline services for faculty permanent residency.
- **Collaborate with campus units to integrate the effective use of technology.**
 - ✓ Discussed technology restrictions outside of the US with campus partners so that they can best serve students (L&S, Housing)
 - ✓ Partnered with NSS to develop a pre-arrival orientation
 - ✓ Improved pre-arrival outreach using EAP webinars co-hosted by BIO and UCEAP
 - ✓ Built in-roads with SIS Replacement project via official and unofficial channels
 - ✓ Worked with email department to facilitate CalMail switchover
 - ✓ Continued use and modifications of ISD
 - ✓ Shared the Roommate Finder Tool and Facebook Housing group with Grad Div Comms dept. to invite U.S. domestic students to consider internationals as potential roommates

1. Build and Strengthen Partnerships (3/3)

- **Build alliances with campus and community partners to leverage human and financial resources.**
 - ✓ Established new partnership with Cal Student Store to host discount events for incoming international students and to cover the cost of Orientation Leader resources
 - ✓ Enhanced ongoing relationship with Julie's Café for hosting Coffee Break and sponsoring free coffee for attendees
 - ✓ Partnered with Bears that Care in the "Healthy Relationships in the US" workshop and Bystander Prevention training to BIO staff
 - ✓ Co-hosted 2 iMixes and provided guidance to improve "Meet the Bears" welcome events for incoming freshmen
 - ✓ Participated in several OneIT events
 - ✓ Hosted several members of campus IT departments for lunch at I-House
 - ✓ Attended campus-led training on a variety of IT topics
 - ✓ Meet reporting needs for professors and departments on campus
 - ✓ Collaborated with University Section Club, UC Village, and other organizations to offer Welcome Receptions for Spouses & Partners
 - ✓ Coordinated with UC Botanical Gardens to offer free tour
 - ✓ invited Gender Equity Resource Center, Bears That Care, and Disabled Students' Program to participate in new student orientations and to provide training for our staff and student leaders.
 - ✓ Participated in Welcome Reception for Summer International Students.
- **Collaborate with external partners including other UC campuses and professional associations to build upon synergy and best practices.**
 - ✓ Gathered best practices from peer institutions at NAFSA and continued conversations upon return
 - ✓ Participated in NorCal Scholar Advisor meetings to share best practices on H-1B and TN policies and practices (EB & J-Team)
 - ✓ Attended California Service Center open house.
 - ✓ Provided IT support to external departments, such as ISD departmental users
 - ✓ Conducted and submitted Open Doors Report
 - ✓ Surveyed UC and other institutions for templates to utilize upcoming scholar assessment survey.
 - ✓ Served on the NAFSA EVP sub-committee
 - ✓ Presented for NAFSA on-line collegial chats and update sessions
 - ✓ Communicated and collaborated with other ISD/ISSM users for best practices
 - ✓ Participated in regional and national conferences (i.e. NAFSA and NASPA)
 - ✓ Chair the NAFSA National Awards Sub-Committee and introduced a new Rising Star Young Leader Award.

2. Enhance the Quality and Efficiency of Products and Services (1/2)

- **Standardize assessment practices to determine needs, refine services, and reduce redundancies.**
 - ✓ Conducted housing survey for students; collated data into report
 - ✓ Conducted student pre-arrival assessment
 - ✓ Implemented program goals for all programming interventions; assessed interventions for if they are achieving goals
 - ✓ Offered 33 OL-led social events (20 in Fall 2014 and 13 in Spring 2015) for incoming new students
 - ✓ Hosted 8 iMixes, 31 Coffee Breaks, and 4 Big C hikes during the 2014-2015 academic year
 - ✓ Implemented volunteer-led holiday programming for students staying in Berkeley for Thanksgiving break and winter break
 - ✓ Created the "First Year Experience webinar & student panel" for incoming students as part of the pre-arrival webinar series
 - ✓ Initiated building a comprehensive scholar needs assessment survey with targeted launch date in November 2015
 - ✓ Created on-line J-2 EAD tutorial
 - ✓ Created on-line F-1 doc check tutorial
 - ✓ Conducted a programming retreat for student advisors; reviewed of pre-arrival, webinar, and orientation materials for redundancy.
 - ✓ Focused and targeted communication to new students that strategically highlights required and most important topics
 - ✓ Coordinated annual review of BIO website
 - ✓ Coordinated annual review of Arrival Guide
 - ✓ Coordinated annual review of student pre-arrival materials and webinars
 - ✓ Review and revision of online materials affected by SEVIS 6.21 upgrade and other DHS/USCIS updates
- **Increase client engagement in the development of products and services.**
 - ✓ Produced GSA video
 - ✓ Created iSTART app (with help from GSA)
 - ✓ Created Lead OL position
 - ✓ Hosted OL debrief meeting after orientation week to get student feedback on the program
 - ✓ Delegated iMix related tasks amongst two GSAs as part of their programming learning plans
 - ✓ Combined efforts between OL and PM programs for more efficient processes: application, interview /selection, and training
 - ✓ Utilized OL Facebook groups to build community among the OL team each semester
 - ✓ Solicited feedback from CSS including ERSO and RES on new H-1B Forms
 - ✓ Used student feedback to improve the quality and process of the Document Uploader
 - ✓ Constantly consulted and solicited feedback with clients via in-person meetings or email on new policies and procedures (i.e. J scholar English Language proficiency documentation requirement).
 - ✓ Used assessment data to develop student tutorials, iStart: The 101 Course.
 - ✓ Tested iStart modules by reaching out to the student community for feedback.
 - ✓ Convened student advisor team meetings to plan for pre-arrival comms strategy; created google doc to track meetings and to use as a planning tool (combined with Orientation spreadsheet from last year)
 - ✓ Solicited feedback on Arrival Guide from student workers at BIO, new BIO employees, VSRs and campus department admins.
 - ✓ Worked with student Advisor team to develop bCourses online orientation; recruited students to test bCourses site

2. Enhance the Quality and Efficiency of Products and Services. (2/2)

- **Improve clients' remote access to information and tools.**
 - ✓ Created iSTART app
 - ✓ Created social media account (Weibo) for students in China to connect with BIO pre-arrival.
 - ✓ Increased new student engagement by creating a unique Facebook event for each volunteer-led social event
 - ✓ Created infographics for freshmen, transfer, graduate, and EAP orientation promotion
 - ✓ Updated information and forms on webpages to reflect office H-1B procedure changes
 - ✓ Built Document Uploader to allow students to submit documents more quickly across a variety of processes including NIF and DocCheck
 - ✓ Initiated creation of web page on English Language Proficiency requirements for department administrators and prospective J scholars.
 - ✓ Updated information on website and added templates to reflect regulatory and office procedure changes
 - ✓ Developed online educational tools such as the Summer Session visiting student online tutorials
 - ✓ Added new Archive feature to email account; 'Bulletin' student newsletters are posted on website homepage
 - ✓ Initiated use of OfficeMix for tutorials.
 - ✓ Initiated implementation of bCourses to deliver online orientation
 - ✓ Initiated Berkeley International Summer Facebook group; set up admins
 - ✓ Collaborated with BIO staff to refresh web pages to be more user-friendly: new students main page, summer sessions main page, students' enrollment data, H-1b, Scams & Safety, Finding Housing
 - ✓ Revised/simplified BIO Summer webpage; created online tutorials series & I-20 Production chart
 - ✓ Introduced Summer Online Document check for Visiting Summer students
 - ✓ Worked with School of Law to automate multi-start date terms to allow better online NIF accessibility
- **Reduce reliance on paper-based information delivery and receipt.**
 - ✓ Brainstormed ideas to switch to electronic record-keeping from paper files for EB cases with a start date of 1/1/2016.
 - ✓ Reduced paper-based department training materials (i.e. visa 101 and ISD training packets) and added to website for downloading
- **Develop & strengthen tools, trainings, & resources for campus partners.**
 - ✓ Staff/faculty trainings
 - ✓ Student group trainings
 - ✓ Continued to offer H-1B training sessions when needed. Held periodic meetings and trainings with key stakeholders
 - ✓ Revised website and campus training materials to reflect new Department of State regulations for J Exchange Visitors.
 - ✓ Continue to offer visa 101 and ISD training sessions
- **Implement adjustment and retention strategies to support the ability of international students and scholars to thrive.**
 - ✓ Continued to build Peer Mentor Program
 - ✓ Coffee Break (new summer gatherings!), social mixers, off-campus social events (new TGIF Summer Social series). All events available to visiting and degree-seeking students.
 - ✓ Introduced Global Student Ambassador role for Summer to promote social interaction and community building

3. Strengthen Infrastructure and Streamline Internal Processes (1/2)

- **Enhance quality of internal training, collaboration and access to reference materials.**
 - ✓ Developed internal folder of intercultural communication tools, resources and activities
 - ✓ Continued to conduct weekly EB check-in meetings on H-1B/TN cases, regulatory updates, and share internal best practices
 - ✓ Provided staff with information (in Wiki) about career development resources on campus
 - ✓ Developed IT Document Review Process to ensure quality of IT Documentation
 - ✓ Continued to flesh out and enhance BIO Wiki (<https://wikihub.berkeley.edu/display/BIOIT/>)
 - ✓ Provided training for frontline staff on J scholar processes and procedures
 - ✓ Provided training for all advisors on J Exchange Visitor program
 - ✓ Created Master File of Workshop Descriptions and saved in Q for all to access.
 - ✓ Collaborated with BIO staff on various projects including bCourses, pre-arrival comms plan, finding housing assessment, summer sessions comms, promotion of workshops and programs
 - ✓ Continued revision of internal Student Advising manual to clarify policies and procedures as well as to promote advising consistency
 - ✓ Revised Summer Session Manual sections involving timeline, process overview, and policies
 - ✓ Regulatory Practice Lead attendance at J Best Practice meetings to address student-scholar areas of overlap and policy consistency, monitoring of Student/Scholar Advisor workcycles
 - ✓ Enhancing efficiency of Student Advisor meeting by assigning technical or detail orientated issues to smaller working groups
 - ✓ Utilizing Advisor Meeting notes to document policy changes and training for future reference
 - ✓ Clarified and documented student dismissal process and options through development & use of Dismissal Options form
 - ✓ Worked with Advising Team Leads to develop crisis planning and chain of command
- **Improve systems to manage interactions with clients.**
 - ✓ Transitioned to online sign-in system for iMix events to efficiently collect data and assess learning outcomes
 - ✓ Re-designed IOF with link to verification of COA and auto-rejecting fields of incorrect number of digits entered
 - ✓ Developed front office electronic sign-in
 - ✓ Improved frontline data entry and mail out training manuals with visuals
 - ✓ Built Document Review System to complement Document Uploader allowing staff review of documents & inform students of progress
 - ✓ Developed Agile software development process with quick turnaround cycle to meet needs as they were uncovered
 - ✓ Developed and improved Quality Assurance process to find and fix bugs prior to their release
 - ✓ Implemented Jira ticket system to allow staff to submit a ticket via email or via the web
 - ✓ Used Jira to maintain consistency of processes such as the IT onboarding of new staff
 - ✓ Implemented Communications Jira space to allow for better tracking and scheduling of Communications tasks
 - ✓ Developed a two-tier scholar advising model to improve efficiency in advising services for J scholars and their families.
 - ✓ Increased used of online services such as Survey Monkey to gather information from clients
 - ✓ Developed a more streamlined document uploading system that delivered clear messaging to our Summer Sessions clients.
 - ✓ Continued to refine events planning and promotions workflow to ensure accuracy and efficient distribution of information; used shared 'Events' bcal to schedule email announcements and reminders
 - ✓ Created google doc to organize summer sessions email content and dates; scheduled emails on shared bcal

3. Strengthen Infrastructure and Streamline Internal Processes (2/2)

- **Facilitate the review, capture, and consolidation of core office policies to advance our shared knowledge and standardize operations.**
 - ✓ Reorganized policy and procedures in student advisor manual (Q drive)
 - ✓ Maintained consistent documentation for Coffee Break and iMix events to be easily accessible by other staff, interns, and GSAs
 - ✓ Created an OL program outline with a clear timeline and OL manuals for leading social events and speaking on student panels
 - ✓ Streamlined J-scholar mailout process to be more efficient for both front-line and advisors
 - ✓ Scheduled more standard (one-hour) scholar appointments
 - ✓ Added 30-minute scholar appointments by International Scholar Advisors
- **Optimize infrastructure to foster organizational cohesion.**
 - ✓ Relocated/moved staff to better offices
 - ✓ Modernized conference room with updated equipment, monitor, wireless equipment, etc.
 - ✓ Developed strategies for staffing before the busy season and engaged staff in discussions on managing workload.
 - ✓ Arranged frontline staff to attend Student Advisor meetings to ensure strong communication and enhance transparency and efficiency.
 - ✓ Replaced computer hardware proactively to facilitate smooth staff transition
 - ✓ Installed conference room teleconference, presentation and collaboration system
 - ✓ Installed additional wireless access point in conference room and upgraded wireless access point in lobby
 - ✓ Upgraded copy machine
- **Elicit requirements, discussion, and decisions for tools and processes to meet operational needs.**
 - ✓ Met with representatives of each departmental team to elicit possible improvements which could be realized by a document uploader and review system, identifying several uses which had not been apparent at the start of the process
 - ✓ Used Jira to track computer and printer inventory to better monitor problem hardware and keep track of age, warranty, and other information
 - ✓ Engaged student Advisors in discussion about using a more professional microphone for webinars and Office Mix tutorials; did research on possible options and followed through with proposal to Kevin to purchase.
- **Establish and maintain protocols related to emergency situations.**
 - ✓ Established internal office procedures to effectively handle emergency situations.
 - ✓ Provided training opportunities for emergency situations (i.e. CPR, risk management, safety check by campus police, Bears That Care-Bystander Intervention Training)

4. Enhance Organizational Effectiveness through Staffing, Planning & Development

- **Identify means to retain high performing staff.**
 - ✓ Assigned project areas to improve accountability
 - ✓ Conducted a wide search for a programmer, eventually lucking into Poonam
 - ✓ Created Staff Appreciation Committee to address staff needs and concerns.
 - ✓ Found ways to retain high performing temporary staff.
 - ✓ Requested and secured new recharge rates to augment office resources and to support a growing staff.
 - ✓ Utilized CPS liaison for staff consultation as well as internal professional development, including increased awareness of UC Berkeley staff resources for mental health and well-being
- **Provide opportunities for staff to participate in professional development.**
 - ✓ Collaborated on and presented poster session at NAFSA annual conference
 - ✓ Encouraged advisors to attend campus workshops such as the Advancing Practice series
 - ✓ Attended off-campus and virtual training on a wide variety of topics
 - ✓ Provided opportunities for advisors to attend various campus workshops, as well as national and regional conferences, including NAFSA.
 - ✓ Increased professional development opportunities (i.e. NASPA)
 - ✓ Provided opportunities for staff to be cross trained to gain knowledge and skills in new areas and to provide depth for the office.
 - ✓ Created opportunities for staff to take on leadership roles.
 - ✓ Developed a new process for staff to request support for professional development including new tools for resources.
- **Monitor and evaluate how workload impacts staff and other office resources.**
 - ✓ Hired temporary employees
 - ✓ Used frontline data to identify trends
 - ✓ Evaluated case assignments for better workload distribution (EB & J-Team)
 - ✓ Added SSA2 and SSA3 position
 - ✓ Distributed workload among staff involved in Summer Sessions communications and processing of documents.
 - ✓ Hired six student workers for 'busy season' workload.
 - ✓ Advising Lead Team (Erin, Evren, Amy, Ivor) weekly check-ins to address Advising Team staffing, workload, and professional development needs; Weekly SEVIS Coordinator Check-ins to monitor SEVIS workload cycles and challenges
- **Foster an environment where staff is valued and appreciated.**
 - ✓ Rescheduled staff retreat to accommodate busy season workload
 - ✓ Conducted staff survey
 - ✓ Included staff related topics at manager's meetings, e.g. employee morale, appreciation events.
 - ✓ Appreciating staff through different ways.
- **Cultivate an environment that embraces individual contributions.**
 - ✓ Hosted OL appreciation dinners and created custom-designed OL Thank You card for each OL cohort

4. Enhance Organizational Effectiveness through Staffing, Planning & Development

- **Ensure transparency through effective communication.**
 - Utilized assessment data and feedback from previous GSAs to improve the position description as well as the supervision of the GSAs by scheduling consistent check-ins and providing feedback and guidance on GSA projects
 - Maintained transparency by allowing BIO complete access to the following:
 - BIO Wiki: <https://wikihub.berkeley.edu/display/BIOIT/>
 - BIO IT Helpdesk Jira: <http://biohd.siss.berkeley.edu:8080/secure/Dashboard.jspa>
 - Login with student/student , scholar/scholar , or employment/employment
 - BIO IT Mercury Jira: <http://biohd.siss.berkeley.edu:8080/browse/MER>
 - BIO IT Roadmap: <https://wikihub.berkeley.edu/display/BIOIT/BIO+IT+Roadmap>
 - Created a NEW STUDENT COMMS bcal calendar and shared with Student Advisors to bring transparency to communications schedule and strategy. UPDATE: Now titled “Communications” and is used all year.