



Strategic Plan 2014 - 2017

2017 Progress Report

GOAL 1: Build and Strengthen Partnerships.

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; held regular meetings with GEO Staff and consulted with them on an as needed basis.
- Supported GEO on their committees, including search committee and International Open House.
- Participated in the International Activities Coordination Group (IACG) meetings.
- Invited to serve on the GEO Advisory Committee

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.
- Hosted ISSWG meetings: Dispelled myths and increased understanding of who international students on probation (Spring 2016) and Campus and community changes roundtable (Fall 2016).

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.
- Added School of Journalism and Parking & Transportation Services as liaisons.
- Strengthened liaison relationships with culture and identity-based student organizations (i.e., KUNA, BCSSA, and CGPSA) by initiating in-person meetings 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.
- 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.
- Joined campus ‘Advisornet’ email list and promoted BIO staff workshops directly.
- Sat on the Advising Council, Career Center Advisory Committee, and Recreational Sports Facility Board of Directors.
- Continued outreach and partnership with Counseling & Psychological Services.
- Engaged 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 (Student of Concern Committee).
- Sat on UHS Medical Withdrawal Committee for students withdrawing from or applying for readmission due to medical issues.
- Continued partnership with Summer Sessions.
- Initiated 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.
- Built relationships with new IIE/Fulbright liaisons, continued partnership and support for Fulbright transfers.
- Maintained visibility by attending Student Affairs cabinet meetings.
- Collaborated with L&S on Academic Probation (Fall and Spring 2016, 2017)
 - Articulated BIO and academic advising outcomes.
 - Created and promoted two video presentations that integrate BIO & academic advising.
 - Created 4 co-advising days at BIO.
- Worked with the Center for Teaching and Learning (CTL) to increase awareness of international students in teaching; article published on BIO AP collaboration in November 2016.
- Strengthened BIO’s partnership with School of Journalism; provided specialized CPT training on the issues faced by journalism students selling articles piecemeal in Spring 2016 and orientation in Fall 2016.
- Held Library research 101 trainings each semester and offered library tours during orientation weeks in Fall 2016.
- Worked with Office of Financial Aid to troubleshoot student financial aid issues (Fall and Spring 2016).
- Worked with the Office of the Registrar and Office of Billing and Payment Services to minimize negative impact of Cancel for Non-Payment Policy on international students and ensure policy information shared effectively (2016).

- Co-presented with Graduate Division in Graduate student pre-arrival academic success webinar in Fall 2016.
- Continued to deliver quality workshops with the Career Center and delivered new programs about U.S. workplace culture and increased the number of networking opportunities with alumni and employers.
- Collaborated with the GLACIER team within Payroll to ensure a smooth transition for the first implementation of GTP and continued tax emails.
- Collaborated with Office of Registrar to streamline Change of Status notifications for proper visa coding, as well as proper visa coding for current students.
- Coordinated between admissions and SIS to ensure accurate list of international students as a result of the transition.
- Collaborated with New Student Services on content, timelines and methods for Golden Bear Pre-Arrival Orientation (Fall and Spring 2016).
- Partnered with Office of Planning and Analysis to ensure accurate and consistent definition of “international” for data purposes (Fall and Spring 2016).
- Continued alliances with campus and community partners for spousal and family programs such as Spring 2016 and Fall 2016 spousal orientations and University Section Club activities.
- Met with Office of Research Administration and Compliance to improve export control process and leverage resources.
- Developed relationships with campus partners to facilitate new and continuing groups of J-1 exchange visitors (2017)
- Built new relationships with growing professional graduate programs, developed and provided tailored support based on individual program needs (2017).
- Partnered closely with New Student Services on transition to Golden Bear Orientation including serving on exceptions committee and ensured equitable access to online videos for Chinese students by hosting NSS content on BIO’s Chinese Tudou page (2017).
- Continued hosting various staff workshops and trainings (ex. ISSWG) and participated in meetings and conversations with partners contributing to student and scholar success (2017).
- Frontline prioritized incoming phone calls and requests from staff and advisors in order to expedite their own service to our shared student and scholar populations; initiated the practice of seeing visiting staff immediately without their having to stand in line (2017).

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.
- Participated in CSS Process Transformation and Innovation to develop business requirements; trained CSS staff and provided updates on employment based practices and USCIS procedures.
- Met with Office of Faculty Equity and Welfare to solicit input on how to best provide services to international faculty.
- 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.
- Trained CSS staff and provided updates on employment based practices and USCIS procedures; solicited feedback on H-1B forms (2016)
- Met with key campus partners including CSS and ERSO to keep them abreast of current issues for J exchange visitors, and to solicit feedback on our materials and process (2017)
- Streamlined internal Employment-based processes and procedures to strengthen partnerships with CSS (2017)

Collaborate with campus units to integrate the effective use of technology.

- Discussed technology restrictions outside of the US with campus partners; offered instruction on how they can best serve international 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. with the goal of encouraging U.S. domestic students to consider international students as potential roommates.
- Forged new relationships with key SIS project members and teams to get needed data and improve processes and links with BIO systems (Mercury, NIF, ISSM, etc.)
 - Forged new relationships with SIS Financial Aid team to navigate transition to Campus Solutions award entry system.
 - Served as a user tester for SIS team for Cal Central notes and advising appointment development
- Began developing Summer NIF; created working group with Summer Sessions staff

- Engaged campus departments (grad programs, Athletics, MCF) in customizing the NIF for their student populations' needs
- Consulted with ETS on how to improve iStart 101 pre-arrival experience
 - Started a discussion forum monitored by current Berkeley students and BIO advisors
 - Created an "Additional Resources" page, including Arrival Bulletin

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 for the "Healthy Relationships in the US" workshop and Bystander Prevention training to BIO staff.
- 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, including SIS and its API.
 - Provided IT support to external departments, such as ISD departmental users.
 - 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.
- Maintained periodic communications with Campus Budget Director; initiated closer communications with VCR Budget Director and HR Manager
- Developed new partnership with The Daily Pint for 2nd weekly Coffee Break location (Fall and Spring 2016).
- Consulted with EOP for best practices in language and outreach to serving students on academic probation.
- Engaged SelfScore as orientation sponsor to promote scholarship and credit card opportunities for international students; began promoting scholarship on website.
- Increased corporate sponsorships and implemented new programs such as Financial Literacy workshop with Deserve (2017)

- Consulted for new Violence Prevention Educator through Bears that Care.
- Became campus facilitator for Multicultural Education Program, strengthened alliance with Bears That Care (Violence Prevention & ByStander Intervention).
- Student Peer Mentors & Mentees joined Berkeley Project to help the Berkeley Adult School with their school renovation.
- Engaged Study Abroad in the recruitment effort for the Global Connections Program; connected 13 pairs of domestic and international students for a cultural exchange experience.
- Connected 11 local Berkeley families with 14 students for the Global Families program.
- Initiated 7 corporate sponsors and raised \$28,000.
- Conducted and submitted Open Doors Report for Students and Scholars.
- Partnered with Elizabeth Wilcox to design and implement new advisor onboarding program (2017)
- Built relationships with new Center for Student Conduct staff, increased support/education regarding international Graduate student conduct cases (2017)
- Partnered with SIS Operations team to improve communication and address BIO needs (2017)
- Collaborated with Summer Sessions to improve processes and communications leading up to Summer 2018 season (2017)
- Developed and facilitated early move-in registration for new students for Cal Housing and iHouse (2017)
- Worked closely with ASUC Senators representing international students on various projects and programs (2017)
- Worked closely with SIS Award Entry team, Graduate Division Fellowships division, and Billing and Payment Services to effectively coordinate financial aid awards and troubleshoot issues (2017)

Collaborate with external partners including other UC campuses and professional associations to build upon synergy and best practices.

- Participated in regional and national conferences (i.e. NAFSA and NASPA).
- Gathered best practices from peer institutions at NAFSA and continued conversations upon return.
 - Served on the NAFSA EVP sub-committee.
 - Presented for NAFSA on-line collegial chats and update sessions.
 - Chaired the NAFSA National Awards Sub-Committee and introduced a new Rising Star Young Leader Award.

- Increased partnerships with NAFSA leadership and government agencies regarding changing regulatory environment (2017)
- Participated in NorCal Scholar Advisor meetings to share best practices on H-1B and TN policies and practices; hosted Spring 2017 meeting.
- Served as member of the IEL Knowledge Community
- Presented at the annual convention of the International Education Association of South Africa
- 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.
- Communicated and collaborated with other ISD/ISSM users for best practices.
- Participated in Ellucian working group with a focus on OPT reporting improvements & STEM upgrades; participated in focus groups for improvement of RTI Access/Report Writer and Student Portal (2016).
- Participated in several best practices sharing conversations with peer institutions regarding orientation and programming (Fall and Spring 2016).
- Collaborated with Payroll for smoother transition and implementation of GTP.
- Supported and collaborated with VSPA with implementation of new health insurance plan and workshops.

GOAL 2: Enhance the Quality and Efficiency of Products and Services.

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.
- Initiated building a comprehensive scholar needs assessment survey with targeted launch date in November 2015.
- Created online J-2 EAD and F-1 doc check tutorials.

- Conducted a programming retreat for student advisors; reviewed pre-arrival information, webinars, and orientation materials for redundancy.
- Focused and targeted communication to new students that strategically highlighted required and most important topics.
- Coordinated annual review of BIO website, Arrival Guide, student pre-arrival materials, and webinars.
- Reviewed and revised online materials affected by SEVIS 6.21 upgrade and other DHS/USCIS updates.
- Collected, analyzed, and shared international student academic probation data to focus improving outreach to students in fall and spring.
- Collected academic tips from current undergrads and grads, EAP advice tips.
- Developed and implemented BIO staff survey and scholar survey to gather feedback on SIM and pre-arrival materials (2017)
- Updated the J undergraduate researcher forms to improve accuracy and compliance with J regulations (2017)
- Made thousands of improvements to Mercury International Office system
 - Conducted a full test and overhaul of performance bottlenecks, resulting in a much more performant system
 - Paved the way and began work to move Mercury to its new servers before VSIS season
 - Merged the Upload and Form review pages with inline document review, greatly streamlining staff workflow.
 - Added address parsing code to minimize SEVIS rejections
 - Built many improvements into VSIS
 - Multiple Reporting Enhancements
 - Multiple SSU Enhancements
- Moved old SQLCheck job and reports into Mercury for easier staff access and corrections.
- Created Helpdesk Response system to let users know that their ticket has been opened and to help them find it for updates in the future.
- Created new NIF, VSIS, SSU and online arrival confirmation process (2017).
- Continued SSU revisions and modernization to best meet client needs (2017).
- Re-worked VSIS in partnership with BIO IT to make it more user-friendly and to implement new feature requests from Summer Sessions (2017).
- Used data to anticipate clients' needs and volume and adjust services and staffing as needed.

Increase client engagement in the development of products and services.

- Produced GSA video.
- Created iStart app (with help from GSA).

- Created Lead Orientation Leader (OL) position; hosted OL debrief meeting after orientation week to get student feedback on the program.
 - Incorporated feedback to make improvements to orientation format and social events during orientation week.
 - Offered 33 OL-led social events (20 in Fall 2014 and 13 in Spring 2015) for incoming new students.
- Delegated iMix related tasks amongst two GSAs as part of their programming learning plans.
- Combined efforts between OL and Peer Mentorship (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.
- Solicited feedback on Arrival Guide from student workers at BIO, new BIO employees, VSRs and campus department admins.
- Recruited students to test bCourses site.
- Enlisted GSA to create student-designed Spring break program event; consulted GSA on social media metrics and received recommendations on how to deliver content most effectively. Increased student engagement in international student academic success campaign by recruiting and mentoring a Global Student Ambassador to collaborate on, design, deliver, and evaluate academic probation population (Spring 2016).
- Engaged peer mentors and orientation leaders in an academic counsel design to deliver international student pre-arrival academic success presentation as well as to improve a Fall 2016 academic success outreach campaign.
- Engaged students in pre-arrival webinars to ensure content reflects student voice.
- Ensured strong representation of BIO student leaders among Golden Bear Orientation Mentors to help ensure international students are represented in new campus orientation model.
- Recruited VIP students to assist with hosting events and provide inputs for programming (iMix planning).
- Engaged undergrad and grad students in two focus groups soliciting feedback for programming outcomes (2016).

Improve clients' remote access to information and tools.

- Created iStart mobile app.
- Created social media account on Chinese platform 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.
- Built Document Uploader to allow students to submit documents more quickly across a variety of processes including NIF and DocCheck.
- Initiated creation of webpage on English Language Proficiency requirements for department administrators and prospective J scholars.
- Developed online educational tools such as the Summer Session visiting student online tutorials.
- Initiated use of OfficeMix for tutorials and Berkeley International Summer Facebook group, implementation of bCourses to deliver online orientation.
- Collaborated with BIO staff to refresh webpages 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.
- Updated iStart 101, STEM & OPT tutorials, STEM website, tutorial and transition information, iStart Cal Edition mobile app.
- Made Change of Status and OPT webpage improvements (2017)
- Launched 4 part web series episodes for new students.
- Created 17-week recommended action plan for responsibly managing AP (published on website, on back of AP contract, and published two videos on website).
- New NIF enables student to upload, is mobile friendly.
- SSU Improvements to allow full compliance with post-completion OPT, AT and STEM reporting and ease of reporting, uploading of documents.
- Created Post-Election FAQ page to provide updates and support resources due to change in administration, bias incidents.
- Represented international student needs on Golden Bear Orientation pre-arrival communications committee.
- Hosted online employment, tax and pre-arrival webinars.

- Enhanced online information by adding simple to follow instructions and guidance within the NIF.
- Contributed to enhancement of NIF and VSIS by providing more user-friendly suggestions and instructions (2017).
- Created Address Update PPT for arrival confirmation page.
- Redesigned international undergraduate Visiting Student Researcher process and tools, including forms and webpage.
- Updated and redesigned the J scholar department administrator website.
- Provided timely updated information and forms on webpages to reflect office H-1B procedure changes.
- Kept abreast and timely informed international employees and hiring departments of various EOs, USCIS-Employment-based visa program policy guidance and memos through website updates and email communications (2017)
- Effectively responded to changing USCIS adjudication practices of Employment-based (H-1B) petitions (2017)
- Implemented new “immigration infographics” across social media and in e-newsletter (2017)
- Improved use of technologies (updated PowerPoint slide decks, infographics) to improve client experience with receiving information (2017)
- Created new tax tutorial videos. (2017)
- Created bi-annual spousal newsletter.

Reduce reliance on paper-based information delivery and receipt.

- Reduced paper-based department training materials (i.e. visa 101 and ISD training packets) and added to website for downloading.
- Launched online NIF.
- Created online arrival confirmation.
- Implemented paperless financial aid review process.
- Stopped creating paper files for new students by scanning all paper requests to ISSM.
- Began file cataloging/reduction process with the goal of eliminating at least 50% of files in the workroom (2016).
- Converted STEM application supporting documents to all online document uploads using Mercury.
- Enhanced Document Uploader and Review modules of Mercury.
- Built Forms Builder Module, which was utilized as the backbone for the following systems, each replacing older systems and processes:
 - Financial Aid Scholarship Application System

- Mercury NIF
- Multiple Mercury SSU-related forms
- Mentor Matching
- Implemented initial tests of electronic Daily Folder; new, completely paperless electronic NIF used for incoming Fall 2016 students.
- Changed from paper-based file system to electronic record keeping for Employment Based cases (2016).
 - Created electronic files for extension cases.
 - Brainstormed plan to transition TN cases to electronic files.
 - Reduced paper files by over 50% in 2016.
 - Further reduced H-1B paper files to 10% in 2017.

Develop and strengthen tools, trainings, and resources for campus partners to support international clients.

- Held 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.
- Continued to offer Visa 101 and ISD training sessions.
- Collaborated with CPS for “We Need to Talk” topic-based workshop series, including individualized workshops for campus units (MCB/IB and L&S).
- SLC/CPS/BIO proposal accepted for students in Architecture (Divergent Thinking and Resiliency when receiving public feedback) in Berkeley Connect course for Spring 2017.
- Conducted pre-arrival and admissions presentations to introduce campus to new NIF and process.
- Conducted 8 intercultural trainings for both student and staff groups throughout the year (Fall and Spring 2016).
- Developed on-campus reference list that helps to refer students to the right place.
- Met with Admissions and Visitor Services to clarify referrals and offer trainings for new staff.

Implement adjustment and retention strategies to support the ability of international students and scholars to thrive.

- Continued to build Peer Mentorship Program, Coffee Break, social mixers, off-campus social events (new TGIF Summer Social series), welcomed all visiting and degree-seeking 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.
- Continued J Scholar social and cultural programs, including Big C hikes, VSR mixers, Welcome Receptions.
- Introduced Global Student Ambassador role for Summer to promote social interaction and community building.
- Academic probation & Academic Success projects:
 - Implemented a 17-week, semester-long communications plan designed to increase responsible management of AP status among internationals, including email and phone outreach (Fall and Spring 2016).
 - Doubled multimedia academic success resources (Be Your Best Bear) including graphics, social media, email, and webpage to encourage behaviors contributing to academic success during first-semester transition.
 - Improved academic success pre-arrival webinar/video by splitting UG and Grad content.
 - Increased normalization of some “failure” by adding information regarding AP into pre-arrival and orientation presentations.
 - Established 7-part “What’s Up With That?” cultural adjustment workshop series, significant changes to Adjustment course, continued robust support for students on probation and in academic distress (2017)
- Developed new annual communications plan within Annual Workload Trello to ensure timely communication of important cyclical updates. (2017)
- Increased participation within ongoing programs such as Global Family Program, Temporary Housing Program & Global Connections (2017)
- Increased collaboration with UC Extension to support dismissed/distressed students; Results of advocacy efforts- CPS support for international Extension students, with confirmation of CPS services beginning Fall 2016.
- Collaborated with Medical Withdrawal Committee to establish process for future-term medical cancellation requests.
- Developed multi-faceted Resilience Project which included 4 videos showcasing student stories, and 3-part web resource. Collaborated with Second Impressions at Berkeley (student organization).
- Created Arrival Checklist for newly arrived students.
- Implemented new “First Month” programming model (14 events hosted throughout the first month of school, including Movie in the Park, Sail the Bay, Berkeley Bowl Shopping

Trip, Yoga in the Glade, etc.) with the goal of building community between new students and BIO (2017)

- Established new Global Bears Festival & ISAB Global Games for IEW week, co-coordinated with several cultural student organizations and showcased various student talents (2017)
- Began staff spotlight series to establish connections and relationships with e-newsletter readers (2017)
- Continued ongoing partnership with Career Center programs (2017)
- Developed and implemented new orientation model based on campus transition to welcome week, wrote and delivered assessment and made revisions based on data (2017)
- Created You Are Welcome Here video and participated in national campaign (2017)
- Continued promotion of BYBB campaign, expanded to use with Peer Mentors (2017)

GOAL 3: Strengthen Infrastructure and Streamline Internal Processes.

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.
- Developed IT Document Review Process to ensure quality of IT Documentation.
- Continued to flesh out and enhance BIO Wiki.
- 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.
- 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.
- Lead Advisor for Regulatory Practice attended J Best Practice meetings to address student-scholar areas of overlap and policy consistency, monitoring of Student/Scholar Advisor workcycles.
- Utilized Advisor Meeting notes to document policy changes and training for future reference.

- Clarified and documented student dismissal process and options through development and use of Dismissal Options form.
- Worked with Advising Team Leads to develop crisis planning and chain of command.
- Developed AP advising tool handout to facilitate deeper, longer-term conversations and reflections.
- Streamlined communication efforts about regulatory updates to advising staff.
- Began process of revising and upgrading Summer Manual.
- Provided overview of Responsible Employee role as related to Title IX.
- Began advisor-advisor drop-in hours and tracking of unusual cases.
- Began developing advisor competencies.
- Developed on-campus reference list for frontline and advisors to ensure correct referrals.
- Held trainings on customer phone communication, written business communication, and Business Processes Mapping.
- Cleaned up Frontline Q Drive folders to eliminate duplication and decrease the time it takes to find reference materials.
- Updated front desk and phone booth materials to provide up-to-date information to clients and staff.
- Initiated Department Training Process Map to streamline overall training process.
- Created handouts and folders to share J scholar advising resources such as guidelines for transfers.
- Provided training for frontline staff on J Scholar processes and procedures.
- Created J Scholar Internal Process Committee (IPC) to centralize resources and ensure consistent advising practices.
- Enhanced internal training/reference materials by adding new content to the J Scholar wiki (2017)
- Updated and expanded the documentation of internal Employment-based processes.

Improve systems to manage interactions with clients.

- 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 and 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.
- Developed a two-tier scholar advising model to improve efficiency in advising services for J scholars and their families.
- Increased use 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.
- Improved Financial Aid application by moving all parts of application including document upload to one web platform; updated again in 2017 using Mercury.
- Implemented new NIF platform (Mercury) to allow more streamlined process to manage communications with new students and BIO.
- Created working groups to review possibilities for e-forms for OPT & STEM OPT, ISSM and competitors.
- Reviewed ISSM Ad Hoc Reports capability vs. Ellucian Report writer.
- Added insert text function to Chrome to streamline email responses in the International Office and the NIF accounts, leading to more efficient and faster email responses and standardized information.
- Participated in Ellucian, ISSM, and ISD Development Partner group to provide feedback on proposed updates and suggest improvement (2017)
- Collected and analyzed data on common submission issues with J requests to inform improvements in our training and materials (2017)
- Enlisted student worker to build I-94 Automation System, which reduces workload by automatically downloading then checking uploaded I-94s against set parameters, ISSM approves if everything lines up.
- Began website reorganization project. (2017)

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.
- Maintained consistent documentation for Coffee Break and iMix events to be easily accessible to other staff, interns, and GSAs.

- Created an Orientation Leader program outline with a clear timeline and 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.
- Assembled Student Advisor Manual Working Group, revised and upgraded Student Adviser manual, rolled out in 2017.
- Began process of improving annual and workload calendars to ensure transparency and accountability.
- Implemented new practices and curriculum for on-boarding new advisors and began creation of informational platform for new employees.
- Created new Frontline manual and binder; standardized and consolidated various frontline processes, along with sample request forms and other resources to use for training and reference.
- Updated NIF manual to reflect new NIF process changes as well as additional guidance on financial documentation review, DSO/ARO responsibilities, and ISSM.
- Created email manual.
- Standardized international program CIP code change process and communications. (2017)
- Began work with BIO IT to transition to use of Plan/Subplan codes. (2017)
- Developed and implemented team SEVIS Registration model for Fall. (2017)
- Implemented auto-task generation for submitted NIFs and NIF/VSIS auto-reminder emails, cutting out multiple manual steps and processes. (2017)

Optimize infrastructure to foster organizational cohesion.

- Relocated/moved staff to better offices.
- Developed strategies for staffing before the busy season and engaged staff in discussions on managing workload.
- Arranged for frontline team to attend Student Advisor team 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.
- Elevated the Communications position to seek intentional leadership and oversight (2016).

Elicit requirements, discussion, and decisions for tools and processes to meet operational needs.

- Used Jira to track computer and printer inventory to better monitor problem hardware and keep track of age, warranty, and other information.
- Purchased professional microphone for webinars and Office Mix tutorials.
- Reviewed options for new website model resulting in transition to Open Berkeley (2016).
- Established five programming committees to generate new short- and long-term ideas and suggest improvements to existing programming.
- Hosted advisor retreat to elicit ideas and direction.
- Established three working groups: advising, programming, and systems and processes to set goals.
- Developed culture of open feedback and discussion about office and Frontline team needs; held retreat to elicit ideas and direction for Fall 2016 goals and special projects.
- Collaborated with Ellucian Working Group to improve ISD/ISSM functionalities.

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).
- Identified new office safety goals; attended Campus Safety Town Hall meeting (2016).

GOAL 4: Enhance Organizational Effectiveness through Staffing, Planning and Development

Identify means to retain high performing staff.

- 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.
- Reviewed organizational model and how we deliver services to optimize staff talent (2016).
- Involved advisors in development of student advising team goals (Fall and Spring 2016).
- Matched advisors' strengths and interests with workloads and projects (Fall and Spring 2016).

- Encouraged and enabled staff to become involved in other areas of the office towards their professional development (Fall and Spring 2016).
- Maintained positive work environment to retain student assistant staff (Fall and Spring 2016).
- Trained two new International Scholar Analysts and three advisors to become part of J Scholar team (2016).
- Trained backup H-1B advisor, additional staff member in permanent residency.
- Enhanced cross-training of advisors within the Employment-based team (2017).

Provide opportunities for staff to participate in professional development.

- 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 staff to be cross trained to gain knowledge and skills in new areas and to provide depth for the office.
- Developed a new process for staff to request support for professional development including new tools for resources.
- Stay Day participation and workshops, Advancing Practice Workshops (Fall and Spring 2016).
- Staff attended multiple on-campus workshops and meetings per their interests including: Multicultural Education workshops/Using on-campus resources, International Education/Student Services meetings
- Instituted monthly professional development trainings (Fall and Spring 2016).
- J team participated in Business 101 Process Improvement workshop (2016)
- Identified campus awards for staff i.e. Spot Award
- BIO IT team attended AI training (2017)
- Attended and presented at regional and national NAFSA conferences, participated in NAFSA Regional/National leadership teams, as well as on-campus conferences and workshops, including NOW Conference, and Advancing Practice Series. (2017)
- Completed advisor trainings in a variety of areas based on specific topic requests around desired skill-set building and interests (Psychological First Aid training with CPS). (2017)

Monitor and evaluate how workload impacts staff and other office resources.

- Hired temporary employees.
- 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.

- Held weekly Lead Advising team check-ins to address Advising team staffing, workload, and professional development needs; held weekly SEVIS Coordinator check-ins to monitor SEVIS workload cycles and challenges.
- Conducted a review of job descriptions to ensure workloads align with assigned responsibilities and needs (2016).
- Assessed workload impact of OPT and STEM OPT and implemented a fee model for OPT and STEM OPT to ensure fiscal soundness (2016).
- Evaluated staffing needs for NIF season and on-going student advising; submitted proposal to Student Affairs for student fee funding (2016).
- Evaluated programming workload and piloted a temporary staffing model (2016).
- Continued review of workload of SEVIS Reporting and staffing support (2016).
- Implemented post-completion Services fee to support staffing for increased OPT/STEM reporting, ongoing AT and student services (2016).
- Developed a proposal to implement International Student Services Fee to stabilize the budget.

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 managers meetings, e.g. employee morale, appreciation events.
- Held Staff Appreciation Picnic, Holiday Party, and occasional happy hours; quarterly staff birthday events and recognition of other occasions, e.g. family births, weddings (2016).
- Maintained consistent positive attitude to staff contributions and excellent teamwork atmosphere.
- Implemented accomplishment share out and tracking method at student advisor meetings. (2017)

Cultivate an environment that embraces individual contributions.

- Nominated staff for SPOT awards and Excellence in Advising awards.
- Accommodated telecommuting into frontline division of labor.
- Identified team members' individual strengths and encouraged special projects to improve frontline services.
- Encouraged sharing of work and accomplishments at weekly meetings.

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.
- Established clear guidelines for programming workload sharing via Trello at student advisor meetings.
- 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.
- Began use of Google Keep to facilitate communication of updates with all frontline staff, including student assistants; ensured communication and consistency without the need to send multiple emails.
- Staff-wide participation in Strategic planning process