

Berkeley

INTERNATIONAL OFFICE

Strategic Plan 2014 - 2017

2016 Progress Report

Director's Report

GOAL 1: Build and Strengthen Partnerships.

Strengthen liaisons with student service and academic units to promote student and scholar success.

- Maintain visibility by attending Student Affairs cabinet meetings.

Build alliances with campus and community partners to leverage human and financial resources.

- Maintain periodic communications with Campus Budget Director
- Closer communications with VCR Budget Director and HR Manager

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

GOAL 3: Strengthen Infrastructure and Streamline Internal Processes.

Enhance quality of internal training, collaboration and access to reference materials.

- Consulted on training model regarding scholar advisors - work in progress

Optimize infrastructure to foster organizational cohesion.

- Elevated the Communications position to seek intentional leadership and oversight

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

- Reviewed options for new website model resulting in transition to Open Berkeley
- Actively reviewing options for database to support in advance of expiration of ISSM contract

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

Identify means to retain high performing staff.

- On-going. Presently reviewing our organizational model on how we deliver services to optimize staff talent

Provide opportunities for staff to participate in professional development.

- NAFSA National and Regional Conference attendance and session presentations.

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

- Conducted a review of job descriptions to ensure workloads align with assigned responsibilities and needs.
- Assessed workload impact of OPT and STEM OPT and Implemented a fee model for OPT and STEM OPT to ensure fiscal soundness
- Evaluated current staffing needs for NIF season and on-going student advising and submitted a proposal to Student Affairs for student fee funding
- Evaluated programming workload and piloted a temporary staffing model
- Ongoing review of workload of SEVIS Reporting and staffing support
- Realigned J/F/H/PR advising work to align with demand and staffing levels
- Actively engaged in identifying alternate home for BIO

Student Advising 2016 Accomplishments

GOAL 1: Build and Strengthen Partnerships.

Engage in campus globalization initiatives and support the work of the Global Engagement Office.

Enhance undergraduate student experiences by partnering with the Office of the Vice Chancellor for Undergraduate Education.

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

Strengthen liaisons with student service and academic units to promote student and scholar success.

- Collaboration with L&S on Academic Probation **FALL & SPRING**
 - Articulated BIO and academic advising outcomes
 - Created and promoted two video presentations that integrate BIO & academic advising
 - Created 4 co-advising days at BIO
- Engaged 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 including providing 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 & SPRING**
- 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
- 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 US workplace culture and increased the number of networking opportunities with alumni and employers.
- Collaboration with the GLACIER team within Payroll to have 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 & SPRING**
- Partnering with Office of Planning and Analysis to ensure accurate and consistent definition of "international" for data purposes **FALL & SPRING**

Collaborate with Campus Shared Services and the Office of Faculty Equity and Welfare to enhance scholar and faculty experiences.

- Notification to campus partners about STEM changes

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

- 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) - NIF in Spring, ISSM in Fall
- Forged new relationships with SIS Financial Aid team to navigate transition to Campus Solutions award entry system
- Engaged campus departments (grad programs, Athletics, MCF) in customizing the NIF for their student populations' needs
- Developing Summer NIF and began working group with Summer Sessions staff
- ETS consultation about how to improve iStart101 pre-arrival experience
 - Started a discussion forum monitored by current Berkeley students and BIO advisors
 - Additional Resources page, including Arrival Bulletin
- Served as a user tester for SIS team for Cal Central notes and advising appointment development

Build alliances with campus and community partners to leverage human and financial resources.

- Developed new partnership with Daily Pint for 2nd weekly Coffee Break location **FALL & SPRING**
- 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
- 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)
- 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, to connect 13 pairs of domestic and international students for a cultural exchange experience.
- Engaged 11 local Berkeley Families and connected 14 students to them creating their Global Families
- Engaged 7 corporate sponsors to raise \$28,000

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

- Ellucian working group- Spring focus on OPT reporting improvements & STEM upgrades; Fall participating in focus groups for improvement of RTI Access/Report Writer and Student Portal
- NAFSA- IssueNet reporting tracking of OPT/STEM EAD issues **FALL & SPRING**
- Participated in several best practices sharing conversations with peer institutions regarding orientation and programming **FALL & SPRING**

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

Standardize assessment practices to determine needs, refine services, and reduce redundancies.

- 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
- Collected EAP advice tips

Increase client engagement in the development of products and services.

- Student workers, GSA input for tools, web content
- GSA contributed student voice to programming design, resulting in student-designed event Spring break program
- Communications GSA analyzed social media metrics and gave guideline recommendations to deliver content effectively
- Increase student engagement in international student academic success campaign by recruiting & mentoring an Global Student Ambassador to collaborate on design, delivery and evaluation of academic probation population in Spring 2016
- Engaged peer mentors and orientation leaders in an academic counsel design and deliver international student pre-arrival academic success presentation as well as to improve a Fall 2016 academic success outreach campaign.
- Incorporated feedback from orientation leader debrief to inform improvements to orientation format and social events during orientation week **FALL & SPRING**
- 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
- VIPs assisted with hosting events and provided inputs for our programs **FALL & SPRING**
- Engaged undergrad and grad students in two focus groups soliciting feedback for programming outcomes

Improve clients' remote access to information and tools.

- Updated iStart101, STEM & OPT tutorials
- Updated STEM website, tutorial and transition information
- 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
- Post-Election FAQ page created to provide updates & support resources due to change in administration, bias incidents
- iStart: Cal Edition mobile app updated
- Represented international student needs on Golden Bear Orientation pre-arrival communications committee
- Hosted online employment, tax and pre-arrival webinars

Reduce reliance on paper-based information delivery and receipt.

- Online NIF launch
- Doc scanning & uploading emailed requests to ISSM
- 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
- Converted STEM application supporting documents to all online document uploads through Mercury

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

- BIO/CPS collaborations - We Need to Talk topic-based workshop series including individualized workshops for campus units (MCB/IB and L&S) and incorporation attendee feedback and real-life scenarios into curriculum and electronic materials available
- 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 & SPRING**

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

- 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 & Spring)
 - Doubled multi-media academic success resources (Be Your Best Bear) including graphics, social media, email and web page 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.
- 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 16
- Collaboration with Medical Withdrawal Committee to establish process for future-term medical cancellation requests
- Developed multi-faceted Resilience Project which include 4 videos showcasing student stories, and 3-part web resource. Collaborated with Second Impressions at Berkeley student organization.

GOAL 3: Strengthen Infrastructure and Streamline Internal Processes.

Enhance quality of internal training, collaboration and access to reference materials.

- 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

Improve systems to manage interactions with clients.

- Improved Financial Aid application by moving all parts of application including document upload to one web platform
- Implemented new NIF platform (Mercury) to allow more streamlined process to manage communications with new students and BIO
- Began working group to review possibilities for e-forms for OPT & STEM OPT
- Working group created to begin review of ISSM and competitors
- Review of ISSM Ad Hoc Reports capability vs Ellucian Report writer

Facilitate the review, capture, and consolidation of core office policies to advance our shared knowledge and standardize operations.

- Began process of revising and upgrading our student advisor manual, creation of Student Advisor Manual Working Group
- 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

Optimize infrastructure to foster organizational cohesion.

- Established clear guidelines and steps to follow new program creation
- Established clear programming outcomes on Academics, Wellness, Career & Post-Completion, Intercultural and Community order to streamline programming efforts

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

- Established 5 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 & processes to set goals

Establish and maintain protocols related to emergency situations.

- Identified new office safety goals
- BIO Attendance at Campus Safety Town Hall meeting

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

Identify means to retain high performing staff.

- Involving advisors in development of student advising team goals **FALL & SPRING**
- Matches advisors strengths and interests to workloads and projects **FALL & SPRING**

Provide opportunities for staff to participate in professional development.

- Stay Day participation and workshops
- Advancing Practice Workshops **FALL & SPRING**
- NAFSA presentation proposals and presentations

- Committees on campus (UCAAC, Excellence in Advising Awards, L&S Search Committee etc.)
FALL & SPRING
- UC Mental Health Summit
- Business Process Improvement Training
- Hosted Ombuds Office for Students at student advisor meeting

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

- Developed tools for analyzing workload at different times of year **FALL & SPRING**
- Continuous review of workload and staffing needs throughout the year **FALL & SPRING**
- Implemented post-completion Services fee to support staffing for increased OPT/STEM reporting, ongoing AT and student services

Foster an environment where staff is valued and appreciated.

- Staff Appreciation Picnic, BIO Holiday Party and occasional happy hours
- Quarterly staff birthday events and recognition on other occasions, e.g. family births, weddings
FALL & SPRING

Cultivate an environment that embraces individual contributions.

- SPOT awards
- Excellence in Advising award nomination

Ensure transparency through effective communication.

- Advisor retreat and formation of working groups
- Established clear guidelines for programming workload sharing via Trello & at student advisor meetings

Frontline 2016 Accomplishments

GOAL 1: Build and Strengthen Partnerships.

Build alliances with campus and community partners to leverage human and financial resources.

- Networked with CSS. Cara Lyn Giovanniello, Lead Training and Development Specialist for CSS, is developing in-house customer service trainings for UCB, and she is aware that BIO is interested when they are ready to go.

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

Standardize assessment practices to determine needs, refine services, and reduce redundancies.

- Effectively used data to anticipate clients needs and adjust services as needed

Improve clients' remote access to information and tools.

- Enhanced online information by adding simple to follow instructions and guidance within the NIF
- Created Address Update PPT created for arrival confirmation page

Reduce reliance on paper-based information delivery and receipt.

- Initial testing of E Daily Folder processing for emailed DF items.
- New E NIF used for incoming Fall students, completely paperless.

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

- 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.

- Created Arrival Checklist for newly arrived students

GOAL 3: Strengthen Infrastructure and Streamline Internal Processes.

Enhance quality of internal training, collaboration and access to reference materials.

- Developed on-campus reference list for frontline and advisors to ensure correct referrals.
- Trainings on Customer Phone communication and written business communication

- Trainings on Business Processes Mapping
- Cleaned up Frontline Q Drive folders to eliminate duplication and decrease time it takes to find reference materials
- Updated front desk and phone booth materials to provide up-to-date information to clients and staff

Improve systems to manage interactions with clients.

- 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

Facilitate the review, capture, and consolidation of core office policies to advance our shared knowledge and standardize operations.

- Emphasis on documentation of all parts of frontline duties (SPRING and FALL)
- Creation of 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.
- Update of NIF manual to reflect new NIF process changes as well as additional guidance on financial documentation review, DSO/ARO responsibilities and ISSM.
- Created E-mail manual

Optimize infrastructure to foster organizational cohesion.

- Held weekly meetings to share updates/issues of concern/plans; allowed time for trainings and preparation for upcoming work duties (SPRING and FALL)

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

- Developed culture of open feedback and discussion about office and team needs
- Held frontline retreat to elicit ideas and direction for Fall 2016 goals and special projects.

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

Identify means to retain high performing staff

- Encourage and enable staff to become involved in other areas of the office towards their professional development (SPRING and FALL)
- Maintained positive work environment to retain student assistant staff (SPRING and FALL)

Provide opportunities for staff to participate in professional development.

- Staff attended multiple on campus workshops and meetings per their interests including: Multicultural Education workshops/Using on-campus resources, International Education/Student Services meetings
- Involvement in developing and evaluating new online systems (SPRING and FALL)

- Instituted monthly professional development trainings

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

- Bi-annual workload meetings to evaluate workload and determine major duties for each team member for the upcoming 6 months. (SPRING and FALL)

Foster an environment where staff is valued and appreciated.

- Maintain consistent positive attitude to staff contributions and excellent teamwork atmosphere (SPRING and FALL)

Cultivate an environment that embraces individual contributions.

- Accommodate telecommuting into frontline division of labor
- Identify team members' individual strengths and encourage special projects to improve frontline services
- Encouraged sharing of work and accomplishments at weekly meetings

Ensure transparency through effective communication.

- Began use of Google Keep to facilitate communication of updates with all frontline staff including students assistants; ensured communication and consistency without the need to send multiple emails

J Scholar 2016 Accomplishments

GOAL 1: Build and Strengthen Partnerships.

- Supported GEO on their committees, including search committee and International Open House
- Participated in GEO's monthly BIG meetings
- Continued collaboration with Campus Shared Services via regular meetings and workshops to improve communication and processes
- Participated in CSS Process Transformation and Innovation to develop business requirements
- 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
- Participated in NorCal Scholar Advising meetings and will host Spring 2017 meeting
- 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.

- Redesigned international undergraduate Visiting Student Researcher process and tools, including forms and website
- Created bi-annual spousal newsletter
- Initiated Department Training Process Map to streamline overall training process
- Monitored developments and adjusted to J SEVIS functionality updates
- Continued J Scholar social and cultural programs, including Bic C hikes, VSR mixers, Welcome Receptions
- Updated and redesigned the J scholar department administrator website

GOAL 3: Strengthen Infrastructure and Streamline Internal Processes.

- Trained two new International Scholar Analysts
- Trained three advisors to become part of J Scholar team

- 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
 - Collaborated with Ellucian Working Group to improve ISD/ISSM functionalities
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GOAL 4: Enhance Organizational Effectiveness through Staffing, Planning and Development.

- J team participated in Business 101 Process Improvement workshop
- Attended and presented at NAFSA national and regional conferences
- Identified campus awards for staff i.e. Spot Award

Employment Based 2016 Accomplishments

GOAL 1: Build and Strengthen Partnerships.

- Trained CSS staff and provided updates on employment based practices and USCIS procedures
- Met with Office of Research Administration and Compliance to improve export control process and leverage resources
- Participated in Norcal Scholar Advisor meetings; survey UC schools regularly to share best practices on H-1B and TN policies and practices;

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

- Solicited feedback from CSS including ERSO and RES on H-1B Forms
- Timely updated information and forms on webpages to reflect office H-1B procedure changes.
- Reduce reliance on paper-based information delivery and receipt.
 - Changed from paper-based file system to electronic record keeping for EB cases starting 1/1/2016 or later
 - Created electronic files for extension cases
 - Brainstormed plan to transition TN cases to electronic files
 - Reduced paper files by over 50% in 2016
- Continue to offer H-1B training sessions when needed. Hold periodic meetings and trainings with key stakeholders

GOAL 3: Strengthen Infrastructure and Streamline Internal Processes.

- Trained back-up H-1B advisor
- Trained additional staff member in permanent residency

BIO IT Accomplishments June 15- December 16

GOAL 1: Build and Strengthen Partnerships.

- Worked closely with SIS Replacement project, especially the integrations team
- Participated in several OneIT events
- Attended campus-led training on a variety of IT topics, including SIS and its API.
- Provide IT support to external departments, such as ISD departmental users
- Conducted and submitted Open Doors Report for Students and Scholars

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

- 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
- Built Campus Solutions (SIS) API integration to get student and checklist data from CS
- Built Mercury SSU hub, which has its own non-Calnet login system and several form groups
- Used student feedback to improve the quality and process of Mercury in general
- Automated QA process for Mercury releases with Selenium
- Added DoNotReply email to Mercury to ensure students receive emails which may have been blocked due to high volume of international office email.

GOAL 3: Strengthen Infrastructure and Streamline Internal Processes.

- Automated and enhanced Quality Assurance process to find and fix bugs prior to their release
- Used Jira to track computer and printer inventory to better monitor problem hardware and keep track of age, warranty, and other information
- Used Jira to maintain consistency of processes such as the IT onboarding of new staff
- Continued to flesh out and enhance BIO Wiki (<https://wikihub.berkeley.edu/display/BIOIT/>)
- Created (per request) Confluence Wiki spaces for Student and Scholar teams
- Migrated several applications from IS&T controlled servers to self-managed, allowing for more control over server maintenance and software upgrades.

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

- Attended off-campus and virtual training on a wide variety of topics
- 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>
 - BIO IT Mercury Jira: <http://biohd.siss.berkeley.edu:8080/browse/MER>
 - BIO IT Roadmap: <https://wikihub.berkeley.edu/display/BIOIT/BIO+IT+Roadmap>