Collaboration and Partnerships

Twenty to thirty years ago international partnerships were mainly about undergraduate student exchange. In the UC system, because UCEAP developed and managed UG students exchange programs for all UC students, the campuses had no need to develop institutional partnerships.   But the landscape in international education has changed and now to be successful, partnerships seek to be broader and deeper than only student exchanges through the development of a myriad of activities between partner institutions. Joint initiatives might include cooperative research projects, reciprocal faculty and staff exchanges, joint and dual degree programs, co-taught virtual conference classes, and even the sharing of curricula. Therefore, it is imperative that UC Santa Cruz develop and expand our institutional partnerships with universities abroad.

UCSC faculty are very engaged all around the globe, but we have failed to leverage that engagement to develop meaningful partnerships. We can expand on the connections of faculty to build partnerships that can provide exciting opportunities for our students that match and/or complement / enhance our own degree programs or research initiatives (and by extension, enhance our reputation around the world), and that can encourage research collaboration across boundaries to solve global problems needed to impact and make a difference in the world.

In order for partnerships to succeed, funding needs to be available to support the activities of these partnerships - minimally through a seed grant program to expand the number of partnerships and ideally through a continuing fund for the development and expansion of partnership activities for specifically focused programs. For example, faculty exchanges can be an extremely valuable means of internationalizing the campus by connecting faculty with overseas exchange partners. But this requires funding and incentives for faculty with competing priorities.

A number of obstacles in supporting partnership development and collaboration that result in faculty engagement in international teaching, research, and service exist. Among these are the following:

- Currently, we are not maximizing our potential to bring international scholars to the campus. There are no short-term housing options for visiting international faculty or researchers, there is a lack of temporary office space, and funding is not available to support such visits. Because of this UC Santa Cruz misses the opportunity to attract international scholars and bring Fulbright Scholars here for short-term teaching & research.

- There is no process to assist with faculty exchange (including no pool of funding to support such efforts, a lack of short-term housing for incoming scholars).

- There has been a lack of centralized information on faculty/staff international travel, institutional relationships, and international academic expertise. Many departments and faculty members are not aware of the opportunities that do exist and they are often unaware of colleagues who are doing similar work or have connections to institutions or scholars abroad.

- Because much of the international activity in which faculty are engaged is a function of their own enterprising efforts, many linkages that exist and the programs faculty have developed are tied to individuals rather than the institution. This presents a risk of losing important linkages if these faculty members leave UC Santa Cruz.

- There is a need for better incentives for UC Santa Cruz faculty to develop faculty-led summer study abroad programs, such as support for developing curricula or course reductions.
- Allocating staff support for these programs usually requires rewriting job descriptions (which is often not possible) or diverting from other important tasks. This sometimes leads to faculty doing administrative work that is not the best use of their time

To increase the development of partnerships and to increasing opportunities for faculty to engage in collaborative international teaching, research and service we suggest the following:

Suggested Goals, Actions and Measurables

1. Broaden and deepen UC Santa Cruz partnerships with other international institutions, including the establishment of student and/or faculty exchanges, possible joint/ dual degrees and research collaborations.
   a. Increase the number and the geographical distribution of institutional partnerships, with a focus on regions of the world where our faculty are engaged internationally.

      (data gap - still need faculty engagement survey to inform perhaps regions of the world for focus)

   b. Develop a partnership strategy that establishes a rubric by which the campus can evaluate new partnership opportunities and prioritize efforts
      i. likelihood of increasing graduate student recruitment
      ii. access to new funding
      iii. expanding undergraduate study abroad opportunities
   c. Facilitate the academic integration of credits earned abroad by UCSC students
   d. Develop a searchable database of institutional partnerships and linkages (MOUs and other agreements, faculty collaborations, student mobility), to be made available on the Global Engagement website, which will capture the ongoing

overview of where faculty, staff, and students are engaged internationally and provide context and perspective for future partnership development efforts.

    e. Cultivate partnerships beyond academia with the private sector, government, and Non-Governmental Organizations.

2. Enhance globally focused research and engagement at UC Santa Cruz
    a. Identify and disseminate to faculty international grant opportunities that focus on international research, and in particular those that would maximize our existing research strengths.
        i. A position (in GE? full-time?) to help disseminate this research opportunities but also focusing on facilitating faculty uptake of such opportunities (workshops, seminars)

    b. Identify research foci that would help UC Santa Cruz build a name for itself? Perhaps tied to geographic location? Tied to SAP?
    c. Enhance recognition within the university for globally focused research and engagement.
        i. Work with UR - News & Media Relations to develop more recognition of global focus of research
    d. Establish a Title VI Center - possibly in Latin American Studies
        i. Brings in FLAS funding
        ii. Expands language learning opportunities for students
    e. Increase housing availability for visiting scholars, visiting grad students, i.e. an "international house"; A key tool for development of partnerships
        i. Cultivating donors through Development
        ii. A public/private partnership
        iii. An international floor at Student Housing West for grad students
        iv. Contracting w/ AirBnB to hold rooms during certain periods or throughout a year?
        v. Kresge or Porter, Provost house is empty?
        vi. According to faculty, summer is the better time. Dialogue w/ Conference Housing to see if more rooms might be made available for hosting visiting scholars.
            1. A survey to departments to better understand the demand for this type of housing - how many short-term visitors do we host? How many visit for workshops, conferences that do not require visas?

3. Maximize International Engagement by Faculty
    a. Offer financial incentives and recognition such as course releases for curriculum enhancement, e.g. UW internationalization of an existing course by adding a few weeks of "global" content, allowing summer faculty-led study abroad to be part of teaching load, more TAs, etc.
    b. Establish a special fund to help seed new or expand existing partnerships that

        i. would support faculty travel to existing or potential partners and also

        ii. would support visiting professors / scholars from existing or potential international partners to UCSC

c. Develop a protocol and create funding for establishing Faculty Exchange Programs with strategic partner institutions around the world.

d. Work with departments and (Academic Senate?) to make partnership development activities by faculty considered exceptional service to the campus