

UC Santa Cruz Draft Internationalization Goals and Action Plan

1. Globally-focused Research and Engagement

UC Santa Cruz has an impressive profile of faculty engaged in research and creativity throughout the world. With additional focus, we can further build our international reputation and expand the scope and impact of our endeavors domestically and abroad.

- A. Increase housing availability for visiting scholars, visiting grad students.
 - I. Short Term: Explore Cowell Guest Rooms, vacant College Provost houses, other campus housing.
 - II. Medium Term: Apartments in Housing West.
 - III. Long Term: International House.
- B. Incentivize international engagement by faculty, such as through seed funding for new initiatives in research, service, and teaching.
 - I. Short Term: Partner with the Academic Senate to launch a seed fund and proposal process.
 - II. Medium Term: Evaluate the effectiveness of projects and amend accordingly. Consider with Office of Research, University Relations, and the Academic Senate integration of international engagement within other campus funding processes.
 - III. Long Term: Assist faculty and units in cultivating fund sources and donors.
- C. Develop and support interdisciplinary faculty clusters focused on key regions to enhance curriculum, mobility, and research partnerships.
 - I. Short Term: Award at least one seed grant focused on such a cluster that broadly engages across curriculum, mobility, and research.
 - II. Medium Term: Develop programs of faculty learning communities with biennial rotating regional focus.
 - III. Long Term: Expand, Improve, and disseminate the program.

2. Global Curriculum Enhancement

UC Santa Cruz has well-known curricula with global focus. Increasing opportunities for globally-informed study through undergraduate and graduate degree programs, experiential learning, and coursework in all disciplines will better prepare all of our students for interaction in an increasingly interconnected world.

- A. Develop undergraduate and graduate global studies/theory designations, minors, or concentrations.
 - I. Short Term: Work with Committee on International Education to develop a minor in global studies/theory.
 - II. Medium Term: Facilitate inclusion of global concentrations and pathways in undergraduate and graduate degrees.

- III. Long Term: Undergraduate major in global studies/theory, and at least one new master's program with interdisciplinary global/international focus.
- B. Increase access to study abroad and study away coursework and other experiential education opportunities with a focus on inclusiveness.
 - I. Short Term: Create a new campus model for off-campus study that will cultivate new programs, faculty engagement, and student access.
 - II. Medium Term: Encourage programs to incorporate study away major planners in their program statements.
 - III. Long Term: Build a variety of programs and funding options.
- C. Grow the number of faculty-led and exchange programs through incentives for faculty at all career levels.
 - I. Short Term: Work with Committee on International Education, Committee on Educational Policy, and Academic Affairs to define faculty incentive and reward structure.
 - II. Medium Term: Increase faculty-led and exchange programs by 50% in 3 years.
 - III. Long Term: Achieve regional and disciplinary diversity.
- D. Develop undergraduate and graduate degree programs in Global and Community Health.
 - I. Short Term: Minor(s) approved 2019-20. Host System-Wide UC Global Health Day.
 - II. Medium: Major(s) approved 2021-22.
 - III. Long Term: Graduate program(s) launched 2022-23.
- E. Support and incentivize programs and faculty in the modification of courses to include global contexts.
 - I. Short Term: Develop a faculty mentorship cohort program to support faculty seeking to modify courses and curricula.
 - II. Medium Term: Launch first faculty mentorship cohort.
 - III. Long Term: Through cohorts, facilitate the development of new courses with international / global / interdisciplinary focus.
- F. Track learning outcomes, refine content and improve participation in programs for entering international students, including Summer Academy and Graduate Prep Program.
 - I. Short Term: Assess the results and gaps of entering student curricular programs.
 - II. Medium Term: Improve and grow the programs.
 - III. Long Term: Achieve 25% participation by incoming international undergraduate and graduate students.

3. Students from Many Countries

UC Santa Cruz, as a distinctive research university with a unique college structure within a redwood forest, attracts undergraduate and graduate students from around the world. We must continually monitor and improve the experiences and outcomes for our

students, both for those who are new to our country and for the totality of graduates who will be living, working, and changing an increasingly complex, multicultural, and multinational world.

- A. Expand writing and language support for international students, leveraging the successes of the Academic Literacy Curriculum and the Graduate Preparation Program.
 - I. Short Term: Expand focus of entering student curriculum to also include oral production and comprehension and reading strategies.
 - II. Medium Term: Develop and identify funding for graduate writing curriculum targeting international students.
 - III. Long Term: Students completing these courses are retained and successful.
- B. Support faculty and staff in teaching and working with students from multiple countries, cultures, and backgrounds.
 - I. Short Term: Develop workshop plans, potentially with the Center for Innovations in Teaching and Learning and the Office of Diversity, Equity, and Inclusion.
 - II. Medium Term: Offer workshops.
 - III. Long Term: Track and expand participation and outcomes.
- C. Monitor, on a continuing basis, the welfare of our rapidly growing international graduate and undergraduate student populations, considering common metrics of student achievement and satisfaction.
 - I. Short Term: Establish an annual tracking and mixed methods analysis approach among Global Engagement, Student Success, Colleges, Housing and Educational Services, Institutional Research, Assessment, and Policy Studies (IRAPS) and the Academic Senate.
 - II. Medium Term: Conduct surveys, focus groups, and analysis with students and student organizations.
 - III. Long Term: Implement changes as a result.
- D. Broaden geographic distribution of international students.
 - I. Short Term: Hire sponsored student programs advisor.
 - II. Medium Term: Shift portion of students from a single country or region to no more than 70% of the total.
 - III. Long Term: Shift a portion of students from a single country or region to no more than 50% of the total.
- E. Develop a campus-wide strategy for the recruitment of international matriculated graduate students.
 - I. Short Term: Hire sponsored student programs advisor.
 - II. Medium Term: Leverage travel and develop materials and strategies for recruitment across programs and levels.
 - III. Long Term: Increase international graduate students by 50%.

- F. Expand and integrate co-curricular opportunities to engage across cultures and nationalities in all colleges and among graduate students, such as through programming and peer mentorship opportunities.
 - I. Short Term: Consistently include international foci in staff and student diversity training programs.
 - II. Medium Term: Expand the iFloor model to two additional colleges. The College Nine iFloor brings together international and domestic first-year students who apply to live in this intentional intercultural community. The iFloor offers residents opportunities to make meaningful, lifelong friendships and connections that extend beyond borders.
 - III. Long Term: Greater integration of California, National, and International communities at the graduate and undergraduate levels.

4. Organization

UC Santa Cruz has taken many steps in recent years to institutionalize its foci on comprehensive internationalization. Continued work to develop structures, positions, and processes dedicated to comprehensive internationalization is key to sustained growth and development.

- A. Integrate international discussion and planning within standing campus structure(s), such as the Chancellor's Cabinet, Campus Provost / Executive Vice Chancellor Advisory Committee, Senate Executive Committee, Deans' Advisory Committee, or other committee(s).
 - I. Short Term: Identify meeting structure and frequency.
 - II. Medium Term: Maintain and expand this plan as a living document.
 - III. Long Term: Move UC Santa Cruz to the next level of comprehensive internationalization.
- B. Form a study group to develop ideas related to the scope and function of a future international center.
 - I. Medium Term: Assemble study group.
 - II. Long Term: Build an international center.
- C. Increase faculty formally engaged with Internationalization.
 - I. Short Term: Establish one or two faculty administrators to work with Global Engagement, departments, faculty, and The Academic Senate.
 - II. Medium Term: Create enduring structures that support faculty and unit engagement with internationalization.
 - III. Long Term: Engage in a national recruitment of a principal officer.

5. Partnerships

UC Santa Cruz works with institutions around the world in research, service, and teaching. Strategic advancement of meaningful partnerships, in collaboration with faculty, staff, and alumni, will further expand the opportunities for our students and

researchers and our impact around the globe.

- A. Broaden and deepen partnerships with international institutions.
 - I. Short Term: Diversify partnership portfolio by region and country to expand student, faculty, and staff exchanges, and research collaborations.
 - II. Medium Term: Double the number of active partnerships through leveraging faculty connections.
 - III. Long Term: Increase student mobility, research collaboration, and international reputation as a result of these partnerships.
- B. Develop an engagement plan for international alumni and alumni working or studying outside the country.
 - I. Short Term: Assemble and analyze the available data on international alumni with programs, colleges, graduate division, and University Relations.
 - II. Medium Term: Leverage leadership, faculty, staff, and student travel to engage with alumni in intentional manners.
 - III. Long Term: Form and engage robust international alumni groups.
- C. Communicate widely on our assets, activities, impacts, and plans.
 - I. Short Term: Leverage new tools to archive, analyze, and display international activity.
 - II. Medium Term: Encourage dissemination of outcomes related to comprehensive internationalization.
 - III. Long Term: Become well known throughout the world for being the internationalized research university that we are.