

EXECUTIVE SUMMARY

BACKGROUND

In August 2018, UC Santa Cruz joined the 16th cohort of the American Council on Education (ACE) Internationalization Laboratory (ACE Lab) to participate in a two-year mentored process to create a plan and path forward in advancing campus-wide comprehensive internationalization.

ACE defines comprehensive internationalization as “a strategic, coordinated process that seeks to align and integrate policies, programs, and initiatives to position universities as more globally oriented and internationally connected institutions.”¹ UC Santa Cruz’s participation in the ACE Lab built upon years of previous work done by Academic Senate committees including the Committee on International Education and the Senate Executive Committee as well as the Division of Undergraduate Education to advance planning and structure for a rapidly changing campus environment with increasing international student enrollments. Their work argued the urgency to support this population while addressing an array of other initiatives to promote a more comprehensive view of internationalization.

PROCESS

Former Campus Provost and Executive Vice Chancellor (CP/EVC) Marlene Tromp appointed an ACE Lab Steering Committee composed of faculty members who represented a broad cross-section of disciplines from all academic divisions and functional areas including the Academic Senate, Graduate Studies, the Office of Research, and the Colleges. Staff members from Global Engagement and Planning and Budget also served on the Steering Committee.



We cannot solve global problems ... without international research and cooperation.

The ACE Lab Steering Committee was charged to:²

- Serve as the leadership team for UC Santa Cruz’s participation in the ACE Internationalization Laboratory
- Carry out a comprehensive review of the current state of internationalization activities at UC Santa Cruz
- Facilitate, encourage, and frame a conversation on internationalization within the broader campus community
- Designate priorities for internationalization on campus and propose a realistic plan for advancement and implementation

The Steering Committee formed subcommittees on curriculum, student mobility, and collaboration and partnerships. With expanded faculty, staff, and student membership, each subcommittee developed a self-study,

¹American Council on Education, “Comprehensive Internationalization Framework,” (American Council on Education, 2020), <https://www.acenet.edu/Research-Insights/Pages/Internationalization/CIGE-Model-for-Comprehensive-Internationalization.aspx>.

²See appendix A for the formal charge in its entirety.

reviewed current international activity, and collected data. Each subcommittee drafted a white paper based on their data collection that informed this final report and strategic plan.³ To further bolster data collection, Steering Committee members attended 31 academic department meetings in winter quarter 2019 to solicit input directly from faculty, and following those meetings, circulated a questionnaire to all department chairs to capture additional departmental level insight.⁴ During this period, Global Engagement also launched GlobalConnect, a database intended to capture faculty engagement abroad on an ongoing basis, directly accessible to faculty through an online form. Additionally, the Steering Committee engaged in two town hall meetings on campus and collected data guided by a set of internationalization review questions developed by ACE. Finally, the draft strategic plan was shared with the Academic Senate in October 2019, and

Senate committee responses and feedback were incorporated into this revised document.⁵

RECOMMENDATIONS

Comprehensive internationalization requires engagement and commitment from all levels of the university leadership, faculty, and staff across campus. Global perspectives and engagement must permeate our teaching, research, and service missions to prepare students, faculty, and staff to communicate and collaborate across geographic and cultural boundaries in today's interconnected world. This has never been more evident than during the current COVID-19 pandemic. We cannot solve global problems such as public health, climate change, and world food shortages without international research and cooperation. To advance comprehensive internationalization at UC Santa Cruz this report recommends the following strategic plan:

Goal I - Expand and Enhance Globally-Focused Research and Engagement

- A. Engage faculty and foster global collaborations
- B. Develop a campus resource to disseminate information on faculty engaged in international research and initiatives
- C. Create opportunities and facilitate impact

Goal II - Provide Global Learning Opportunities for All

- A. Increase opportunity and access
- B. Expand foreign language training opportunities for undergraduate and graduate students to support their study and research
- C. Develop undergraduate and graduate global majors, minors, or concentrations

Goal III - Strengthen Student Success

- A. Improve the international student experience and support
- B. Provide support and opportunities for cross-cultural understanding for all students, staff, and faculty

Goal IV - Enhance our Global Reputation

- A. Establish faculty advisory groups by world region to inform strategy and guide implementation of global initiatives
- B. Broaden and deepen institutional partnerships with universities abroad
- C. Enhance the communication strategy to tell our international story
- D. Engage alumni living and/or working abroad

Goal V - Define Organizational Structure

- A. Establish a permanent principal officer position to lead the division to ensure global engagement is part of campus leadership discussions and planning
- B. Provide comprehensive risk management for student, faculty and staff international travel

³ See appendix B for a list of subcommittee members, and links to the white papers.

⁴ See appendices C and D for summaries of the department visits and questionnaire to chairs.

⁵ To review Academic Senate feedback, see: <https://global.ucsc.edu/internationalization/ace/documents/feedback-academic-senate.pdf>.