Common themes emerging from the visit by the ACE Lab Advisor (18-19 October 2018), which create context for the work of UCSC’s ACE Lab Steering Committee and the advisor’s role:

- **The Chancellor and the EVC both acknowledge that the University is now poised to explore the institutionalization of longstanding international activity:**
  - Chancellor and EVC note that they expect University consensus on the following Lab outcomes regarding institutionalization: structure and substance, both inclusive of faculty research in particular as well as faculty and student exchange, and with guidelines regarding UCSC’s branch operation in Silicon Valley.
  - The Faculty Senate has pushed for creation of a senior leadership internationalization position prior to engagement with ACE and joining the Lab; ironically, it was the EVC who put the brakes on that idea, to the Senate’s initial frustration, arguing for a need to ‘assess where we are first prior to such and appointment’….first we need to know where we are; and what is our history….otherwise, rather than aiming at a target we are simply shooting an arrow into the air’ (in other words, poorly targeted actions).
  - The Chancellor and EVC further referenced the fact that UCSC has had two false starts in creating an internationalization leadership position, referencing: 1) a previous appointee who, not having the qualifications that include expertise as an ‘international educator’, was unsuccessful; and 2) a consultant’s report that was deemed insufficient in its recommendations by faculty and the administration.
  - The Chancellor and EVC mentioned that they appreciate that the Lab Advisor chosen for ACE’s engagement with UCSC is someone who emerged from the teaching and research faculty, as well as an experienced Senior International Officer.

- **General challenges and opportunities facing the Lab exercise (not in rank order):**
  - The recent announcement by the Chancellor that he intends to retire at the end of the current academic year.
  - Defining where UCSC fits, or does not fit, in the UC’s systems for models of and approaches to internationalization.
    - There are a whole host of questions to be addressed: new quotas on non resident students; strategic partnerships and student exchange; degree maps that present alternatives to junior year study abroad; etc.
  - UCSC is just beginning to consider how to:
    - host international students who are not seeking a degree;
    - address a decentralized approach to recruiting and supporting international graduate students;
and thinking through a limited strategic priority on international research partnerships in deference to individual faculty relationships.

- Faculty, for all their support of creating a senior internationalization position, do not yet appreciate that the (position’s) leadership qualities include more than academic (disciplinary) expertise.
- There is a need to identify the best way to build explicit connections between the priorities of the New Strategic Academic Plan---Earth Futures, Digital Intervention, Social Justice in the World---, which are inherently global, through Lab recommendations.
- Public relations needs prioritization, that is, communicating to the general public the value of internationalization, aka ‘making the case’; of concern given geopolitical circumstances of the present day.
- Will Ethnic Studies Centers view attention directed toward internationalization as a competitive ‘zero sum game’?
  - EVC recommended, as an outcome of initial advisory meeting, that Diversity leadership on campus, in the faculty and in the administration, need to be integrated more intentionally into the Lab exercise.
  - As recommended during the advisior’s visit, attached to these initial impressions is the ACE White Paper, *At Home in the World*, which explores the intersections and differences between internationalization and multicultural education initiatives on campus.
- How will UCSC’s new budgetary model for student success affect internationalization planning?
- UCSC has a vested interest in doing things uniquely and well; how to best identify and act on that opportunity and challenge?
- From the Deans:
  - Desire to better understand the process related to the Lab goal.
  - Specific request that infrastructure resulting from the Lab include more support of grant writing.
  - How can international students be less of a drain on faculty energy.
  - How to overcome campus mythology that Deans cannot/don’t pursue/ support interdisciplinary research.
  - UCSC is anti-area studies in terms of the positions held by some faculty, administrators, and the bureaucracy more generally: how to have objective discussion?; one Dean indicates there is hostility from her effort to initiate much less lead such discussion.
- From the Steering Committee:
  - Concern expressed about comparator institutions and anticipated learning from them; the HO of recent Lab participants does not include UCSC peer institutions.
    - This question was addressed by Beck George.
    - Is further information need from ACE/CIGE?
- From the Faculty Senate Committee:
- How to make the faculty more competitive for international funding opportunities, ie, NSF;
- How can UG learning priorities be maintained in the formulation of the ACE Internationalization Report?

- **Senior leadership vision for Lab outcomes (not listed in rank order):**
  - **Chancellor:**
    - Broadly: significantly deepened cross-cultural understanding.
    - Thriving international research programs, including student research opportunities.
    - More exchange of faculty and international and domestic students, in particular study abroad for first generation students and better integration of international students, to the benefit of place-bound UCSC students.
    - More intentional strategic partnerships while also leaving room for those that are idiosyncratic.
    - Clarification of whether select individual Colleges at UCSC can be asked to play a leadership role for campus internationalization by creating new Minors and/or focusing on the theme of Environmental Science.
  - **EVC:**
    - Completion of landscape analysis to include definition of internationalization (people don’t know what it means).
    - Culture of place needs to be addressed first. An outcome expected is comingling of internationalization and diversity thinking on campus. Key questions: what is role of each; where is role placed in the academic/administrative structure of UCSC? Anticipation that there is a need for a paradigm shift.
    - Address that there is not heretofore a UCSC practice of building two-person partnerships to University partnerships (how to create the architecture for same).
    - In general, seek to clarify connection of Lab Report to UCSC Strategic Academic Plan.
    - Shift from internationalization as a single thread to being woven into a rope binding the university together.

**Attachment:** [ACE At Home in the World White Paper](#)

**Compiled:** 4 November 2018