

# EXECUTIVE SUMMARY

UC San Diego is in a class of its own, a leading institution with exceptional intellectual, research and innovation capital that provides a solid foundation to imagine a bold new era of global commitment and initiatives. This bold new era is activated by a vision for cultural transformation as UC San Diego positions itself as a premier destination campus for the arts, culture, education and healthcare, builds the new Triton Center, and anticipates becoming the largest residential campus in the country. UC San Diego is acting locally and reaching globally as a student-centered, research-driven, patient-dedicated and service-oriented leading public university.

With this plan, UC San Diego embarks on activating a coordinated and comprehensive strategy that will optimize the institution's global impact in teaching and learning, scholarship and research, outreach and service, and community engagement and partnerships. This strategic plan describes the priorities for UC San Diego's Global Initiatives unit to advance in collaboration with UC San Diego leadership, academic programs, student affairs and other primary stakeholders. It is based on the recommendations from UC San Diego's participation in the ACE Lab and aligns with the institution's trajectory as a top global university. The plan considers the institution's local and regional positions and opportunities and builds on the institution's existing global achievements and engagement.

This internationalization plan provides guidance for laying a solid foundation to build three primary pillars that outline the focus areas for internationalization. A critical foundational activity involves enhancing the operational capacity of Global Initiatives and other institutional units to effectively support internationalization activities. The three internationalization pillars are:

*Student-Centered Educational  
Innovation in a Global Context*

*Transformative  
Global Research*

*Global, Regional and Local  
Opportunities – A Glocal Focus*

All existing and new activity must be mapped, so that key stakeholders have a comprehensive view of the university's global profile. Knowledge of how and where global activity occurs and who the principal stakeholders are will allow Global Initiatives to effectively support activities and strategically advocate for resources where needed.

For each of the pillars, this plan provides exemplary practices and programs that can be adapted to UC San Diego's unique structure, culture, location, and context. These examples are provided to guide the implementation of the ACE Lab recommendations in the context of each pillar. They should be considered as ideas for implementing new programs and initiatives or enhancing existing global activities.

Looking ahead, UC San Diego is poised to significantly gain global mindshare and increase rankings by implementing a coordinated and comprehensive approach to support internationalization and implement innovative global programs and initiatives. The commitment

from university leadership, global expertise of faculty and staff and the strong interest from the university community provide for an ideal holistic environment for developing and supporting global engagement. In collaboration with campus leadership and the campus community, Global Initiatives has the expertise and is well-prepared to build on this momentum to guide and support UC San Diego towards achieving its internationalization goals.

## TRITON CENTER: A NEW HOME FOR GLOBAL INITIATIVES

As the hub for global engagement at UC San Diego, Global Initiatives will be housed in the new Triton Center. A vibrant gateway to discovery, connection and community, the Triton Center will be the heart of campus and a home for alumni. With expected completion in Summer 2026, the Triton Center will include offices for executive administration, the Alumni and Welcome Center, the Health and Well-being Building, the Student Success Building, the Strauss art gallery, and a celebration space, among other areas. These spaces embrace a holistic view of the university and its communities. Global Initiatives' home in this space confirms global engagement as central to the university's vision.

