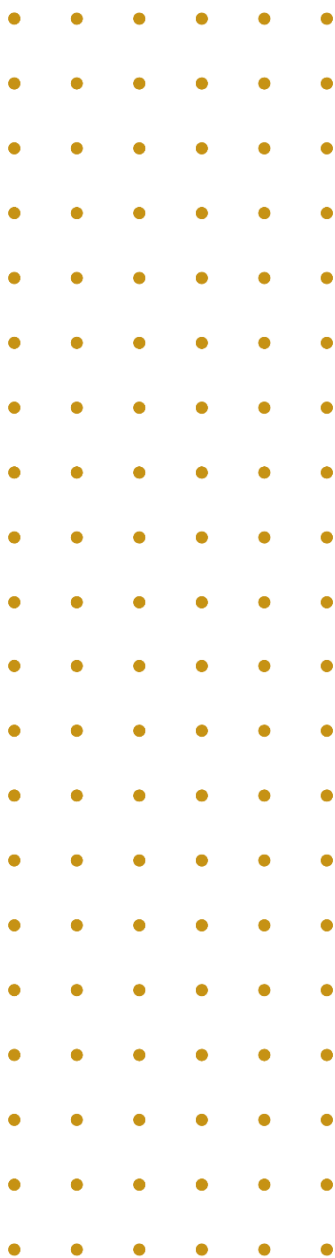


2025

UC San Diego



A BOLD ERA OF STRATEGIC INTERNATIONALIZATION

A STRATEGIC PLAN FOR UC SAN DIEGO PREPARED
BY THE DEPARTMENT OF GLOBAL INITIATIVES

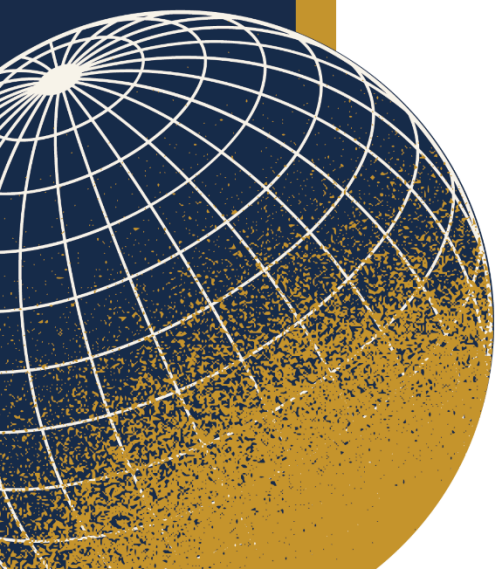


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DEAR TRITONS,

It is a great pleasure to present UC San Diego's first ever Strategic Internationalization Plan to the UC San Diego community. Charged by the Vice Chancellor for Student Affairs and Campus Life and the Vice Chancellor for Research and Innovation, the plan was led and developed by the UC San Diego Global Initiatives Leadership Team (GILT) and a team of consultants from Academic Assembly, Inc, with contributions from engaged faculty, staff and administrators across the stakeholder community.

UC San Diego's first-ever strategic plan was implemented in 2014 by Chancellor Pradeep K. Khosla, with input from thousands of members of the campus community. For the last decade, it has served as a catalytic framework and guide for campus growth and has been highly successful. The plan has driven UC San Diego to achieve unprecedented results, continued growth, wide-ranging impact and physical, cultural, and intellectual transformation as a top public research university.

As part of UC San Diego's planned transformation, the university chose to participate in the American Council on Education Internationalization Lab ([ACE Lab](#)) in 2019-2021. Among the recommendations made by the ACE Lab was to elevate the office managing international activities from being led by a dean and focused only on global education, to one responsible for all dimensions of global activity. Accordingly, in 2022, UC San Diego successfully recruited its inaugural Assistant Vice Chancellor for Global Initiatives. The newly reorganized Department of Global Initiatives was charged with developing a strategic internationalization plan during AY23/24. This letter introduces you to that work product. Every effort has been made to develop a plan which fully incorporates the key recommendations made by ACE Lab, while also designing it to nest logically within the [2024 Refresh of the UC San Diego Strategic Plan](#).

The attached plan will provide a deeper understanding of how the team's recommended approaches map to UC San Diego's unique attributes. The intent of this document is to extend the university's already vast achievements and increase our mindshare globally in the coming years.

We are excited, and we hope you will be, too!

Submitted respectfully,

Global Initiatives Leadership Team
Academic Assembly Inc.

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.



INTRODUCTION

During AY 2023/2024, the San Diego Strategic Internationalization Team met with a broad range of campus stakeholders to discuss opportunities and impediments to strategic internationalization at the university. Meetings took the form of executive interviews, group discussions, staff retreats and surveys. An effort was made to engage stakeholders from all university units. Specific recommendations were solicited and have shaped the work to date; the recommendations will continue to guide the efforts of this plan moving forward.

Throughout this process, the intent has been to frame global initiatives plan for UC San Diego using exemplary, proven, and innovative approaches, modeled on best practices from leading institutions around the world. This plan builds upon specific recommendations made in the [*American Council on Education Internationalization Laboratory Report*](#) of March 2022 and has been developed to align with the [university's refresh of the 10-year institutional strategic plan](#).

A JOURNEY TO THE STRATEGIC PLAN

Strategic Internationalization at UC San Diego is informed by the [recommendations of the ACE Lab](#) which assessed the state of global engagement at UC San Diego. Completed in 2021, the ACE Lab emphasized the following four broad strategic recommendations:

- Support Faculty and Scholars as Frontline Champions for Internationalization
- Break Silos to Build Bridges
- Cultivate a Culture of Global Citizenship
- Create a community of Lifelong Tritons

Each of these four broad areas is accompanied by 23 specific sub-recommendations. The complete list can be found in the Appendices section of this document.

Strategic Internationalization at UC San Diego must take into consideration these four broad ACE Lab recommendations and the university's framing as a student-centered, research-driven, patient-dedicated and service-oriented university. Building on these recommendations with information gleaned from discussions with a wide range of campus stakeholders over AY 2023/2024, the team captured key themes and needs identified across stakeholder groups. These served as a foundational framework for deeper analysis and reflection. This analysis has paved the way for a global plan with a strong foundation of enhanced operational capacity and global engagement mapping to support three thematic pillars.

The three final strategic pillars and their foundational support, described briefly in this introduction, align the plan with core institutional priorities, reduce redundancy, and ensure clarity

and cohesion in implementation. The final pillars offer a more integrated and actionable structure, that connects to the academic and research enterprises, allowing for focused action and strategic alignment while still encompassing the intent and scope of the original four ACE Lab recommendations.

This approach moves the plan from conceptual breadth to practical depth, making it easier to communicate, operationalize, and measure progress without losing the nuance and richness of the initial recommendations.

INTRODUCING THE PILLARS

The following pillars represent the themes that emerged from stakeholder interviews, an understanding of university priorities and current mapped global engagement.

Pillar 1: Student-Centered Educational Innovation in a Global Context

By leveraging innovative education opportunities and technology that can expand access to global learning for all students, UC San Diego will grow diverse, globally competent students who listen, lead and innovate.

Pillar 2: Transformative Global Research

Building upon the six grand research themes of the [campus strategic plan](#), UC San Diego continues to work collectively and strategically to advance research that is responsive to emerging and future global trends, extends the frontiers of knowledge, improves lives and that has geographic range, thematic scope and a collaborative nature.

Pillar 3: Global, Regional and Local Opportunities – A Glocal Focus

Glocal is a term which emphasizes the interconnectedness of the world as it is today – reflecting on the complex inter-relationships between the local and the global. Through strategic *glocal* engagement and learning, UC San Diego draws on its unique position on borders, both land and sea, or between Global North and Global South, or by celebrating the diverse nation of the Triton community to maximize its global impact.

MAPPING GLOBAL ENGAGEMENT

An essential element of institutional strategy must be the coordinated *mapping* of all salient activities across the institution to develop comprehensive regional engagement strategies, establish and leverage partnerships and identify opportunities to maximize global opportunities for all Tritons.

OPERATIONAL CAPACITY

Operational capacity, in the form of personnel, systems, facilities and budgets represent the foundation upon which the pillars of the internationalization strategy are built and investing in this capacity is integrally connected to outcomes and achieving internationalization goals.



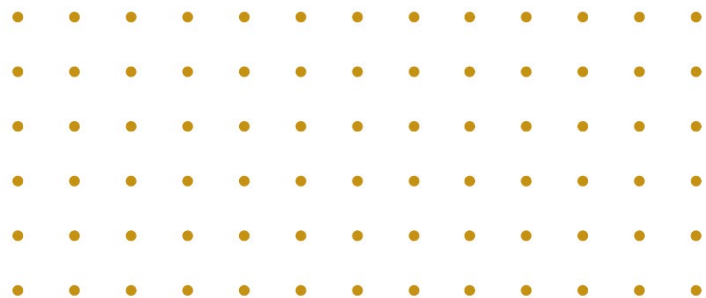
UC SAN DIEGO'S GLOBAL ASPIRATIONS

UC San Diego is a top global institution. As stated in its [campus profile](#), UC San Diego is globally and nationally recognized for improving social mobility, offering a high-quality education at an affordable price, producing powerful research, advancing healthcare and more. UC San Diego faculty regularly top [Clarivate's Highly Cited Researchers rankings](#), demonstrating the impact of the research and innovation ecosystem.

A focused international engagement strategy will continue to increase UC San Diego's global mindshare, ultimately reflecting in world university rankings. Top rankings also help UC San Diego attract top-tier international faculty, influential partners, donors and research funding. Rankings are not just numbers; they testify to past accomplishments and foreshadow the university's bold future in education, research, and innovation. A greater coherence in global activities and a strong narrative of UC San Diego's global vision, facilitated by the outcomes of the ACE Lab's report and feedback from the campus community, will be crucial for advancing the university's overall standing. Furthermore, it will enable the expansion of its global mindshare through engagement across the whole university.

While Global Initiatives may serve as a hub for the global strategic plan because of its holistic view of global activities and opportunities, it is the campus community itself that will bring this strategic plan for global engagement to fruition. It will do so through the global activities in which the campus already engages as well as by taking advantage of the global opportunities that become visible with a comprehensive view of the campus.

What follows elaborates on global activities and opportunities through the structure of those two foundational supports and three core pillars.



MAPPING GLOBAL ENGAGEMENT

(ACE LAB RECOMMENDATIONS: 2E, 4E, 4F)

To maximize global collective impact, universities' efforts should have comprehensive data and data analysis as a solid foundation. R1 institutions by nature have a multiplicity of global activities and relationships, but due to their complexity and silos, it is often difficult to discern patterns of activity beyond the most large-scale or noteworthy.

Institutions like UC San Diego are already highly internationalized, but UC San Diego's decentralized structure creates challenges in identifying geographically clustered activities or gaps in global engagement, much less in using such international intelligence to guide and coordinate efforts aimed at enhancing the university's impact.

The mapping process can be undertaken in a variety of ways to collect and integrate baseline data on global activities. Ultimately, developing a comprehensive, accessible dataset will create new opportunities and maximize collective impact. The specific data utilized and information derived is dependent only on the priorities of the institution and resources allocated.

Additionally, access to comprehensive data regarding institutional global activities supports faculty and scholars to not only engage in, but also to lead innovation in global engagement. For example, accessing information on faculty global activities assists in finding collaborators for multidisciplinary international grants and program development. Obtaining data on study abroad programs can inform faculty of gaps in the current offerings that could be filled. Knowing where the university is connected globally enables it to expand current partnerships or develop new linkages. While some institutions maintain non-public internal databases or dashboards to provide information for internal management, impact across the community and globe requires a more transparent approach.

Mapping global activity across UC San Diego involves a multifaceted approach to harness the full potential of the university's rich and diverse internationalization ecosystem. This will include the exhaustive inventory of existing international programs, collaborations and student exchanges.

Offices such as Global Initiatives can be the mapping repository and hub since they serve as connectors, among many other roles. The holistic view of global activities or new global opportunities can bridge silos and save resources by aggregating and elevating global engagement from across the institution. An advisory council, composed of key administrative units, along with faculty representation from the eight colleges and all academic Schools, will be the nexus for all global activities. The repository itself will serve as a catalyst to identify opportunities and pathways from which the strategic plan pillars can expand. The impact of UC San Diego's global engagement will be more evident when the university can comprehensively describe the scope of its global activities both in broad and specific terms.

BUILDING THE PILLARS

The following three pillars form the actionable core of UC San Diego's Strategic Internationalization Plan. Synthesized from the ACE Lab's initial four recommendations, these pillars reflect the core institutional priorities of the academic, research and operational enterprises while allowing for greater focus and strategic alignment in global engagement. Utilizing information gained from the foundational global engagement mapping and integrating UC San Diego's current global engagement, the three pillars move beyond the conceptual breadth of the ACE Lab recommendations to the practical depth and implementation that will permit the university to operationalize, measure and communicate global engagement with nuance and richness going forward. These themes support the structure and context for developing global activities that address current needs or gaps as well as opportunities. Furthermore, they focus attention on areas that will be routinely addressed with continuous improvement in mind.



Pillar 1: Student-Centered Educational Innovation in a Global Context

(ACE LAB RECOMMENDATIONS: 1E, 1F, 2C, 2D, 2E, 3B, 3C, 3D)

UC San Diego is strongly committed to transforming the educational experience to develop learners who listen, lead and innovate in a complex world. Its community strives to create programs and opportunities for students to analyze critically and interact meaningfully with counterparts and colleagues across the globe, whether in-person or online, using curricular or co-curricular models. Educational innovation can provide multiple benefits to the university – expanding access to global learning, growing a diverse graduate student population, generating tuition revenue and leveraging technology.

Recommended Strategies:

- a. Access to Global Learning Opportunities for All Students
- b. Collaborative Degrees
- c. Integrating Global Learning into the Curriculum
- d. Collaborative International Virtual Exchange

ACCESS TO GLOBAL LEARNING OPPORTUNITIES FOR ALL STUDENTS

As noted in UC San Diego's [refreshed strategic plan](#), today's students must have the skills and competencies to interact, cooperate and engage with individuals from diverse backgrounds and successfully address the global challenges facing our complex world. Global learning is recognized as a form of learning that will prepare

students to critically analyze and engage with complex global environments and become active changemakers of a just world.

UC San Diego now has many non-traditional students, who are often older than the typical age, independent of parents, work full-time while enrolled, or have dependents or caretaking responsibilities. In addition, one-third of undergraduate students are transfer students. These students face differing circumstances due to time-to-degree constraints. As UC San Diego student demographics change, emphasis must be placed on creating an ecosystem of access for all students for global learning opportunities. Opportunities to develop new programs, broaden access and remove barriers to equitable and inclusive participation are imperative.

There are multiple ways campus can broaden participation in global learning. International partnerships and collaborations with universities can be leveraged to create short-term abroad experiences for non-traditional students. Administrative units can increase resources and tools for students to navigate conversations at home to ascertain parental, family, or caregiver support. Identifying funding to support access to global learning and developing programs and content that students deeply care about such as immigration, climate change, equity and inclusion and social justice would also enable UC San Diego to create attractive global learning opportunities for students from all backgrounds.

Additionally, global learning can be fostered through study abroad, first-year and transfer transition programs, multicultural opportunities offered by international student engagement and with local immigrant communities, collaborative online learning activities, curriculum integration, leveraging existing research opportunities with UC San Diego's global partners and global internships. Demand for global internship programs has increased dramatically across the country and at UC San Diego. [Recent studies](#) done by the Institute for International Education show that participation in global internships accelerates students' development of [National Association of Colleges and Employers](#) (NACE) competencies needed for competitiveness in a global workforce. In addition to benefiting students, development of global internship programs also offers opportunities to engage alumni and raise brand awareness around the globe.

COLLABORATIVE DEGREES

Collaborative degree programs are growing in demand, both at UC San Diego and across partner institutions. Collaborative and dual degree programs elevate the university's global brand, provide access to high-quality academic programs and pathways to graduate programs and have the ability to generate significant revenue

for the institution. They are also able to address concerns over nonresident undergraduate enrollments and to diversify the international graduate student population.

The flexibility possible in collaborative program structures will sustain UC San Diego's ability to attract top talent from around the world, leveraging partnerships as a pathway for admission. As an example, in addition to growing a diverse graduate population, collaborative master's programs can also serve as a pathway to doctoral programs. When established with premier partnerships around the globe, collaborative degrees also support the broader goals of the partnerships, including interdisciplinary research. Jacobs School of Engineering and the School of Global Policy and Strategy have successful program models that can be used by other units on the UC San Diego campus.

INTEGRATING GLOBAL LEARNING INTO THE CURRICULUM

UC San Diego has an opportunity to embed global learning outcomes throughout both general education and other curricula to integrate global learning experiences within the classroom for all Tritons. Identifying existing global learning opportunities within UC San Diego's expansive curriculum by working with Academic Affairs and with faculty and through initiatives like the [Experiential Learning Collective Impact initiative](#) is an initial step.

One powerful existing model of global learning is the [Global Seminars program](#). These faculty-led programs offer a cohort of UC San Diego students the opportunity to take two courses over five weeks using the world as their classroom. Each year, roughly 500 students participate in Global Seminar programs that meet their general education, major/minor or other graduation requirements. The Global Seminars program model is a good example of integrating global learning into the curriculum; however, there is an opportunity to create incentives for faculty internationalization of the curriculum at scale. Global Initiatives' partnership with campus stakeholders is key to identifying opportunities that address bottlenecks in curricular mapping to allow for global learning.

COLLABORATIVE INTERNATIONAL VIRTUAL EXCHANGE

For nearly two decades, institutions have been developing pedagogies and approaches to partnering courses across the world in order to create meaningful international opportunities for both faculty and students. In the past, this often meant mastering unfamiliar technologies, engaging instructional designers and generally adopting new and unfamiliar approaches. Since the pandemic, nearly every faculty member has become adept at communicating, collaborating, and even instructing using various

media – from Zoom to asynchronous Learning Management Systems (LMS) hosted discussions and other popular collaborative technologies.

Collaborative International Virtual Exchange is modeled after Collaborative Online International Learning (COIL) which originated at the State University of New York (SUNY) in the early 2000s. The COIL framework enables faculty at different institutions to bring students together on a *cost-neutral basis* for collaborative team and project-based learning online. Many institutions use COIL-style strategies to deepen existing partnerships.

It is important to understand that Collaborative International Virtual Exchange is not distance education. Typically, it involves students attending their normal class on campus, but by design involves opportunities for shared lectures and collaborative activities – even collaborative research – between students attending their respective institutions in different countries.

Conversations with key stakeholders in the UC San Diego Colleges, Schools and the Teaching + Learning Commons indicate that there is enthusiasm for this approach as a method for deepening strategic partnerships and to add value to the student and faculty global experience.

COIL-type courses can be highly effective at providing real international engagement experiences to students who may not otherwise study abroad or engage intensively with foreign students. These courses offer broader access to global learning to all students who can now meaningfully engage with counterpart students in another country as a result. There is also the opportunity for UC San Diego to re-cast variants of this approach, particularly for undergraduates, as Collaborative Online International Research. Of relevance to UC San Diego is the fact that many Mexican universities have been early adopters of the COIL-type approach are frequently recognized as innovators in the space. These institutions are highly motivated to cultivate partnerships with top tier American institutions such as UC San Diego.

COIL-type initiatives require faculty engagement in course development but can be started modestly with limited startup grants and internal recognition. Several institutions provide first-time faculty engaged in COIL-style activities with course development programs, as well as resources on appropriate learning outcomes and assessment options. Faculty success inevitably fosters greater adoption. COIL-style activities can be particularly effective in developing undergraduate thematic courses, as they emphasize the benefits of intercultural understanding and global perspective through promoting virtual exchange.



Pillar 2: Transformative Global Research

(ACE LAB RECOMMENDATIONS: 1A, 1B, 1C, 1D, 1E, 1F, 1G)

Global research provides multifarious opportunities for UC San Diego to engage students, postdoctoral scholars and faculty alike, and make important connections to industry as it advances the university's and health system's research missions. This global research can increase UC San Diego's global impact and institutional rankings as well as the impact for faculty and researchers doing global work. Thus, embracing international partnership and geographic regions to expand global research support and development ensures value for UC San Diego. It also encourages the university to pursue additional resources for the globally impactful work being done by UC San Diego scholars as well as new research possibilities for all student Tritons who are future researchers and innovators.

Recommended Strategies:

- a. Groundbreaking Research and Connection to International Frameworks
- b. Connections to Industry
- c. Undergraduate Research Fellowships
- d. Incentivizing Faculty Global Engagement

GROUNDBREAKING RESEARCH AND CONNECTION TO INTERNATIONAL FRAMEWORKS

UC San Diego has an opportunity to build globally upon its six grand research themes (see Appendices) of the [campus strategic plan](#). To advance this work on a global scale, Global Initiatives will work collaboratively with the Office of Research and Innovation to advance a global research agenda that leverages institutional partnerships, advancement efforts and regional relationships to holistically advance research opportunities for UC San Diego's faculty and researchers. This includes support for the submission of grant applications for faculty global research and participation in international research centers, as well as expanding research development activities to enhance their international focus and foster engagement with international frameworks.

Opportunities exist to leverage participation in international consortia such as the Association of Pacific Rim Universities ([APRU](#)) consortium and the Association of Public Land Grant Universities ([APLU](#)) consortium to coordinate international research collaborations and exchanges. International Frameworks, such as the United Nation's Sustainable Development Goals ([UNSDGs](#)), also offer possibilities for global research engagement through challenges shared across the globe.

UC SAN DIEGO'S GLOBAL CONNECTION TO INDUSTRY

UC San Diego is uniquely positioned as a leader in the commercialization and innovation space. With community spaces dedicated to start-up incubation, prototyping, design and holistic entrepreneurship, UC San Diego has a robust innovation environment to engage in collaboration with its local and international partners. These spaces, such as the Design and Innovation Building, welcome faculty, researchers and students from across campus to engage in bridging theory to practice for innovative interdisciplinary projects including those with international partners and collaborators.

UC San Diego can leverage its positionality as an epicenter of the third largest life sciences innovation hub in the United States. The opportunity for campus leadership, in concert with Government Relations and the City of San Diego, to continue to attract biotechnology research and development (R&D) firms to the city of San Diego will further elevate UC San Diego's connections to industry partners with international footprints.

Additionally, the ability to advance global research at the intersection of academia and industry will give UC San Diego a competitive advantage for international funding opportunities, contributing to its \$1.78B research enterprise and \$13.5B annual economic impact.

UNDERGRADUATE RESEARCH FELLOWSHIPS

To effectively scale undergraduate students' access to global research opportunities, a formal partnership between Global Initiatives, the Undergraduate Research Hub ([URH](#)) and academic departments is imperative. URH has a proven track record supporting students' successful applications for nationally competitive fellowship opportunities (e.g. Rhodes Scholarship, Churchill Fellowship). Additionally, URH serves students on campus through facilitating numerous undergraduate research programs during the academic year and summer, with well-developed research conferences. There is an opportunity to build undergraduate research programs, at-scale, for students utilizing UC San Diego research partnerships abroad. Global Initiatives' Study Abroad unit data shows exponential growth in students applying for international research programs, especially during the summer. There are also opportunities to promote research opportunities abroad by international organizations with, for example, the RISE Program offered by the German Academic Exchange Service ([DAAD](#)) which places undergraduate students in summer research internships in Germany. One limiting factor is the misalignment between UC San Diego's academic calendar and those of partner institutions, especially in regions of high interest to students. Activating

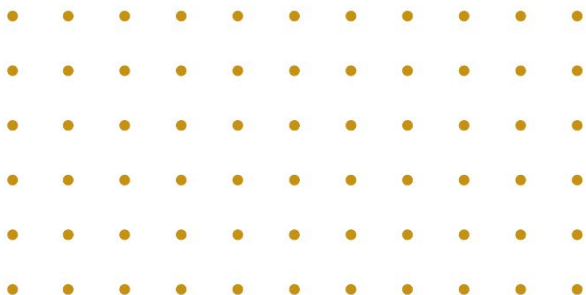
Summer Session as a fourth quarter will expand opportunities for students with partner institutions with different academic calendars, including highly sought after opportunities in Asia. In addition, the opportunity to internationalize various UC San Diego Schools' Co-op models would also address issues of time-to-degree constraints, calendar misalignment and engage international industry partners.

In addition to support for students, developing new avenues of funding for graduate and postdoctoral scholars' research would enhance UC San Diego's ability to recruit top scholars from around the world and continue to facilitate groundbreaking, globally relevant discoveries. Federal grants funding faculty labs are often restricted to U.S. citizens, leaving a gap in funding for international postdoctoral scholars. A strategic partnership with Advancement to engage private foundations and other funders in supporting postdoctoral scholars at UC San Diego – the majority of whom are international – would have a significant impact on facilitating further research advancements on campus. Funding provided to attract and train the best and the brightest of the next generation of academic leaders would also strengthen UC San Diego's impact on the future of global research.

REWARDING/INCENTIVIZING FACULTY FOR INTERNATIONAL ENGAGEMENT

To incentivize faculty for meaningful international engagement, be it research, teaching or globalization of the curriculum, UC San Diego should create meaningful and public ways to acknowledge international engagement through special acknowledgement, seed grants or by incorporating an international category into existing faculty recognition events.

Global Initiatives will also spearhead and support a UC San Diego advisory council composed of key academic and administrative leaders which will help identify and catalyze opportunities for international engagement for faculty and researchers.





Pillar 3: Global, Regional and Local Opportunities – A *Glocal* Focus

(ACE LAB RECOMMENDATIONS: 1A, 2A, 2B, 2C, 2E, 3B, 3C, 3D, 3E, 4E, 4F)

“Think Globally, Act Locally” is an idiom that epitomizes UC San Diego’s internationalization strategy and aligns with the university’s goal to forge two-way connections that “promote social equity and shared prosperity regionally and globally.” As a CaliBaja and Pacific Rim university, UC San Diego has extraordinary potential to fuse the global and the local and become a leading *glocal* university. *Glocal*, a term which emphasizes the interrelatedness of the world as it is today, reflects the entanglement of the local and the global. *Glocal* learning involves activities that combine both global and local perspectives and may involve physical presence, local programming, study abroad (or study away), online collaboration or some combination. *Glocal* engagement and learning can also be a collective impact maximizer where cultivated strategically. For UC San Diego, the opportunities for *glocalization* are limitless. Campus lies at the nexus of the U.S.-Mexico and Pacific borders. In the classroom and in the community, every world region is represented. Additionally, San Diego County is a rich, vibrant tapestry of indigenous cultures. An intentional and strategic *glocal* approach to the university’s internationalization strategy can leverage UC San Diego’s location and linkages to unlock new and exciting possibilities for education and engagement.

Collaborating with academic and research institutions, non-profit organizations and government agencies provides an opportunity to develop high-impact practices such as research, service-learning and internships. Given its location and the student demographics, UC San Diego is uniquely poised to optimize *glocal* opportunities and be recognized as a leader in the region for engagement across borders.

Recommended Strategies:

- a. Optimizing *Glocal* Engagement and Learning in Community Engagement
- b. Fostering and Elevating the Intersections of Local, Regional, and Global Cooperation
- c. Expanding US-Mexican Border Relations
- d. Partnering to Advance Opportunities for a Broad *Glocally*-Engaged Health System

OPTIMIZING *GLOCAL* ENGAGEMENT AND LEARNING IN COMMUNITY ENGAGEMENT

To help prepare the next generation of global changemakers, “*Glocalization*” should be a part of UC San Diego’s internationalization strategy. *Glocalization* focuses on “enhancing the quality of learning for local and global learner cohorts through mutual

understanding and shared values at a deep level of academic and social engagement.”¹ For UC San Diego, this can be accomplished by creating meaningful learning experiences focused on shared areas of global and local issues including thorough participation in the activation of campus as one way to demonstrate UC San Diego’s deep commitment to global collaboration and engagement. This academic and cultural exchange should be grounded in principles of social responsibility and justice and a firm commitment to sustainable futures. *Glocalization* also aligns with UC San Diego’s [six grand research themes](#) highlighted in the university’s strategic plan and with global frameworks such as the [United Nations’ Sustainable Development Goals](#).

UC San Diego will consider programs recognized by [NAFSA](#): Association of International Educators’ Simon Awards and IIE Heiskell Awards for models on how to integrate *glocal* work into its international higher education approach. These programs include internships, service-learning, immigrant and refugee services, cooperative style education programs and in-country programs. In all these programs, both credited and non-credited, integration into and with local communities is a key facet of the program. The range of possibilities for how to engage *glocally* is also visible with these programs but in all cases, developing and maximizing university physical resources both locally and globally to create engagement opportunities for students has been central to their success.

FOSTERING AND ELEVATING THE INTERSECTIONS OF LOCAL, REGIONAL, AND GLOBAL COOPERATION

UC San Diego is well-positioned at the crossroads of diverse cultures, economies and research. As a university on the Pacific Rim, the institution has the capacity to foster collaboration and innovation across the Pacific. As an institution that received the Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) designation from the United States Department of Education in 2023, it is poised to act as a hub for knowledge exchange, join research initiatives, cultural exchanges and collaborative problem-solving across geographic spaces and in collaboration with multiple populations both locally and globally.

Broader engagement with the Association of Pacific Rim Universities ([APRU](#)), a consortium of 60 universities from 19 countries, should be pursued to collaboratively tackle some of the most urgent challenges in the Pacific Rim region such as sustainability, waste, biodiversity loss and health.

¹ Patel, Fay Ph.D. (2017) "Deconstructing Internationalization: Advocating Glocalization in International Higher Education," Journal of International and Global Studies: Vol. 8: No. 2, Article 4. Available at: <https://digitalcommons.lindenwood.edu/jigs/vol8/iss2/4>

The AANAPISI designation enables UC San Diego to apply to receive grants and related assistance to improve and expand its capacity to serve Asian American, Native American, Pacific Islanders, and low-income students. San Diego County has the largest number of tribal nations and reservation within the U.S., with 18 tribal reservations and four tribal nations (the Kumeyaay, Luiseno, Cupeno and Cahuilla) represented across the County. Current initiatives at UC San Diego, such as the Indigenous Futures Institute and the Inter-Tribal Resource Center, serve as a base from which to identify possibilities for internationalization that can further support and grow this engagement. Some opportunities could include:

1. Broader engagement with the [Association of Pacific Rim Universities Indigenous Knowledges Working Group](#), for a multilateral collaboration to share knowledge, build connections between researchers and enhance teaching programs in Indigenous and First Nation studies.
2. Develop and facilitate international cooperation among higher education institutions to exchange ideas and information and establish new connections.

EXPANDING U.S.-MEXICO BORDER RELATIONS

US San Diego's strategic internationalization plan is anchored in its distinctive location along the U.S.-Mexico border, where the combination of proximity, shared history, and mutual interdependence creates unique opportunities for academic, research, cultural and industry collaborations. Recognizing both the challenges and opportunities inherent in this dynamic relationship, UC San Diego is committed to cultivating resilient, strategic partnerships that strengthen bilateral ties and generate tangible benefits for communities on both sides. This commitment is demonstrated through flagship centers and initiatives such as the Chancellor's annual delegation to Mexico, organized in partnership with the [Center for U.S.-Mexican Studies](#), which fosters high-level dialogue through its conferences and forums, and builds trust with academic institutions, government agencies and industry leaders. With more than forty active partnerships across Mexico to date - ranging from research collaborations with the Mexican Senate, CONAHCYT, and the Ministry of Education to faculty and student mobility agreements with leading universities – UC San Diego has established a strong foundation for advancing joint research, facilitating exchange programs and creating innovative, short-term and custom programs that respond to regional and global priorities.

Building on this momentum, UC San Diego is well-positioned to use existing programs such as UC Alianza MX's seed funding for binational research, the U.S.-Mexico Forum's policy-driven work groups, and the CaliBaja Higher Education Consortium's

collaborative framework as foundations and models for advancing shared goals in education, workforce development, innovation and governance. By deepening these collaborations, expanding faculty and student engagement through programs like ENLACE, cross-border health system activities and leveraging UC San Diego's vision to be a destination for arts, culture, education, healthcare and innovation, the university can amplify its role as a global leader in cross-border engagement. This integrated approach not only reinforces the institution's commitment to strategic internationalization but also positions UC San Diego as a thought leader, convener and catalyst for solutions that address pressing binational challenges while advancing a shared vision for regional resilience, prosperity, and excellence.

PARTNERING TO ADVANCE OPPORTUNITIES FOR BROAD *GLOCALLY*-ENGAGED HEALTH SYSTEMS

Nothing is more *glocal* than health. UC San Diego recently purchased two new hospitals, one in North County and one in East County, with the goal of significantly increasing UC San Diego Health's regional market share over the next decade. UC San Diego Health is also ranked best in San Diego and is among the nation's best in 10 specialties and was the recipient of an [ARPA-H grant](#) focused on cybersecurity in health care. UC San Diego has a robust international patient services program that offers concierge specialty care for patients from around the world. From organ transplants to cancer care, gastroenterology to neurology, UC San Diego Health is leading the country and the world. The opportunity to run large-scale clinical trials at UC San Diego Health allows for discoveries sparked at the bench in university labs to reach the bedside more quickly for the betterment of the world.

UC San Diego Health's position on the U.S.-Mexico border also ideally places it to grow and nurture research in and support for initiatives in global public health. Programs already exist on both sides of the border and as collaborative efforts across the San Diego area. Connecting across initiatives to identify areas of strength and areas ripe for growth will help UC San Diego foster opportunities across its research and training ecosystem and to expand its engagement geographically.

The combination of excellence in academic medicine, campus strengths in AI and an ethos of interdisciplinarity and compassion provides yet another unique value proposition for UC San Diego on the global stage. As a destination for leading healthcare, for partners in research internationally and in training diverse cohorts of medical students, UC San Diego Health is reimagining global *and* local academic medicine, clinical care and medical education for the future.

OPERATIONAL CAPACITY BUILDING

Operational capacity, in the form of personnel, systems, facilities and budgets, represent the foundation upon which these pillars of the internationalization strategy are built, and are integrally connected to outcomes and achieving internationalization goals. Without the operational capacity to lead, develop and coordinate the activities that will advance institutional internationalization, UC San Diego cannot be strategic, measure progress, or recognize its comprehensive global profile. Throughout this strategic planning process, existing resources and capacities have been examined. As the internationalization plan further crystalizes and as consensus emerges around the specific initiatives which UC San Diego will move forward, the investment of additional resources should be carefully evaluated to match the work involved and the desired incomes. The need to work across campus partners to secure additional institutional, external and philanthropic resources will be key.

As UC San Diego develops a comprehensive view of its global activities, operational capacity should be evaluated to assess the existing and required resources necessary to achieve internationalization goals. Additionally, operational capacity in other forms – staffing, systems, facilities, budgets – should be addressed to ensure support for global activities. Critical human resources must be cultivated and infrastructure optimized and expanded in support of UC San Diego's global impact. Operational capacity should also come in the form of enhanced collaboration across campus that can optimize the resources already available as the Triton community becomes engaged more deeply and meaningfully globally.

ASSESSMENT

As UC San Diego implements the Strategic Internationalization Plan goals, strategies and objectives, Global Initiatives, as the central office responsible for global engagement on campus, will continuously monitor, collect and examine the data generated on participation, engagement, collaboration and return on investment to chart campus progress. Along with quantitative data, Global Initiatives will also collect testimonials and other qualitative information about global engagement more broadly from the campus community and global partners. This information will assist Global Initiatives in suggesting where and supporting how to refine programs and engagements to better serve the UC San Diego community and elevate the university's global footprint. Where more specific information could be useful, Global Initiatives will work with Institutional Research (IR) and Assessment, Evaluation and Organizational Development (AEOD) teams to develop appropriate metrics and assessment to elevate UC San Diego as a global leader.

SUMMARY AND LOOKING AHEAD

UC San Diego is an institution on the path to increasing extensively its global mindshare and its rankings; rankings that reflect UC San Diego's dedication to shaping a future for education, research and innovation on a global scale. With its extensive existing commitment to global education and research, the university has a vast network of relationships and activities which collectively represent largely untapped potential. It is untapped because it is unmapped. Systematically mapping and tracking a broad range of existing activity will reveal new opportunities for funding and will elevate UC San Diego's global brand and ranking. Making global activities transparent to students, faculty and staff, partners and the broader community is of highest priority for a world-class research institution.

Glocality is an important concept which can frame and help prioritize internationalization activities and strategy. Bordering Mexico and the Pacific Ocean factors significantly into local activities, research and other opportunities in San Diego. *Glocality* is also embedded in the work of the vast UC San Diego medical and health systems and Scripps Institution of Oceanography. This vision can be further articulated and manifested in global partnership activity and community engagement.

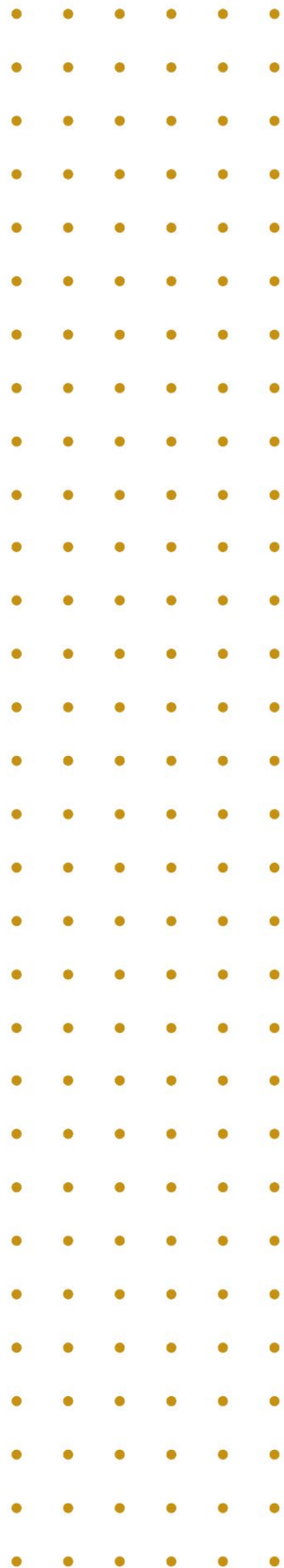
Working collective Global Initiatives, the Teaching + Learning Commons, the Colleges, Schools, Undergraduate Research Hub and Division of Graduate Education and Postdoctoral Affairs (GEPA), among other departments on campus, can encourage and support efforts by faculty to collaborate with international colleagues on developing Collaborative International Virtual Exchange courses. These provide meaningful opportunities for students from both sides of a collaboration to engage together, work collaboratively and even engage in joint research projects. This approach can be strategically targeted on prioritized regions and building strong partnerships. Due to reasons of *glocality*, Global Initiatives encourages an initial focus on Mexico and the Asia-Pacific region. This strategy can go a long way toward providing a global learning opportunity to potentially any student affordably.

Elevating UC San Diego's presence in strategically chosen organizations will lead toward the development of key partnerships – both with educational institutions as well as other stakeholders. Further work needs to be done to determine where to place focus in order to elevate UC San Diego and its global strategy.

Finally, intensive meetings with stakeholders has coalesced into a degree of consensus about certain tactical priorities, including better integrating international faculty and postdoctoral students into the lifelong Triton community; focusing on the new Triton Center and campus activation as a center for global arts, culture and entertainment; bridging integration of internationalization across campus; exploring the intersections of innovation and

commercialization with internationalization (working with the Office of Research and Innovation); strengthening the partnership with Extended Studies; and, emphasizing undergraduate global research opportunities.

The time is now.



APPENDICES

ACE LAB RECOMMENDATIONS

Support Faculty and Scholars as Frontline Champions for Internationalization

- a. Integrate Research and Educational Enterprises
- b. Identify Flexible Funding Models for New Global Research Initiatives
- c. Create a Working Group to Lower Administrative Barriers
- d. Recognize International Activities in the Academic Review Process
- e. Develop a Faculty Ambassador Program to Increase Global Visibility and Reach
- f. Create Recognition Program to Celebrate Faculty and Staff Best Practices
- g. Enhance Faculty Support to Cultivate Future Leaders in Global Research

Break Silos to Build Bridges

- a. Coordinate International Activities and Functions Across Campus
- b. Identify High-Value Activities
- c. Expand UC San Diego Participation in International Research and Education Consortia and Leverage Existing Partnerships for Regional Engagement
- d. Enhance Infrastructure to Allow Campus to Aggressively and Systematically Pursue Extramural Funding to Support Accessibility for Global Learning Opportunities.
- e. Capitalize on Geographic Location and Connect the Academy and Research Engines to the Regional Innovation Economy

Cultivate a Culture of Global Citizenship

- a. Leverage the Cultural Diversity of Students on Campus
- b. Promote Global Learning Opportunities for Students Who Do Not Participate in Programs Abroad
- c. Expand Existing Curricular Models to Support Global Learning
- d. Globalize Learning Outcomes and Deepen Curriculum Integration
- e. Support the Successful Transition and Integration of International Students into Academic and Student Life

Create a Community of Lifelong Tritons

- a. Cultivate a Clear Academic Pipeline Through Connecting Campus Stakeholders
- b. Institutionalize Relationships with Government and Nongovernmental Funding Agencies Through Cost-Share Agreements to Help Diversify Student Populations
- c. Incorporate Diversity of Short-Term Program Participation into the Academic Pipeline
- d. Holistically Support the Global Life Cycle of the University
- e. Develop a Comprehensive, Coordinated Effort to Engage Campus Affiliates
- f. Fully Leverage Our International Collaborations and Partnerships to Support All Aspects of the Campus

UC SAN DIEGO SIX GRAND RESEARCH THEMES

Advancing Fundamental Knowledge:

We will lead the conceptual, theoretical and experimental research that provides the foundation for furthering scientific, societal and creative discovery.

Understanding Cultures and Addressing Disparities in Society:

We will improve our comprehension of diverse cultures, perspectives and belief systems; examine how organizing structures, policies and practices contribute to historical and current inequalities; facilitate collaborative approaches and respectful engagement to tackle societal problems; and amplify the voices of marginalized populations.

Shaping and Engaging with Technology:

We will build the future of digital work, life and education; advance technological systems and materials to secure the power of computational solutions like artificial intelligence (AI); translate technological progress to provide solutions to pressing social problems; and prevent negative consequences of new technologies while ensuring equitable access.

Conserving the Planet and Exploring the Universe:

We will understand the evolving causes and impacts of climate change; develop solutions that improve environmental conditions to sustain our world and enhance environmental justice; and better comprehend the larger universe.

Studying Human Knowledge, Learning and Creativity:

We will investigate the human brain; study the impact of history, arts, culture and technology on how we think and act; and advance new models of education, knowledge and creativity.

Producing Breakthroughs in Human Health:

We will improve human health; reduce health disparities; and advance affordable health systems that promote physical and mental health at the individual, interpersonal and community levels.



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Prepared by the UC San Diego Strategic Internationalization Planning (SIP) Team

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