

ACE INTERNATIONALIZATION LAB

American Council on Education (ACE) Internationalization Lab

Subcommittee on Institutional Collaborations and Partnerships Report

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Summary Findings

UC San Diego is an inherently global university, as evidenced by hosting the ninth largest international student population¹, seventh largest international scholar population², 150 active sponsored research projects across 25 countries in 2019³, and over 435 international agreements across campus⁴, including Health Sciences, UC San Diego Extension and Scripps Institution of Oceanography. Despite a top-twenty world ranking, however, UC San Diego has significant room to grow brand recognition. Strategically leveraging our campus institutional collaborations and partnerships will serve as a vehicle to extend our brand, diversify our international student population, enrich the educational experiences of domestic UC San Diego students, and create access to new international streams for revenue generation.

This subcommittee conducted a landscape analysis of international activity across campus, looking at numerous data sets to put forward data-driven recommendations for strategic institutional engagement. These data points included: ten-year trendlines of international student enrollment by total population, degree-level, country of origin and program⁵; ten-year trendlines of international faculty and visiting scholars by country of origin, visa classification and divisional association⁶; UC San Diego Extension ten-year trendlines of student enrollments by program, country of origin and duration of program⁷; active campus MOU and Collaboration Agreements by region, country and Division; 2019 Sponsored Research activity by country, division and sponsor; participation in specialized short-term programs that are less than two weeks and not supported by a visa⁸; and alumni engagement⁹.

The comprehensive analysis of individual components of the global ecosystem at UC San Diego presented the below findings that underpin our recommendations and implementation considerations.

- UC San Diego actively needs to diversify relationships with government funding agencies and partnerships with educational and academic institutions across the globe.
- An orchestrated effort can be made to actively recruit students from UC San Diego Extension International Programs and short-term programs on campus that draw more demographically diverse participant cohorts, including large cohorts from Kazakhstan, Norway, Germany, Brazil, France and Mexico.
- To ensure successful recruitment of students from UC San Diego Extension International Programs, a concerted effort needs to be made to integrate these short-term students on campus, so they will want to return.

¹ "Leading Institution by Institutional Type", *Open Doors*, IIE, November 2019, https://opendoorsdata.org/fast_facts/fast-facts-2019/.

² "Institutions Hosting the Most Scholars", *Open Doors*, IIE, November 2019, <https://opendoorsdata.org/data/international-scholars/institutions-hosting-the-most-scholars/>.

³ "Global Partnerships", *Global Education*, Office of Contracts and Grants UC San Diego, February 2020; <https://global.ucsd.edu/programs-partnerships/global-partnerships.html>.

⁴ "International Agreements Database", *Global Education and Office of International Affairs*, July 2020, <https://ucsd.adv-pub.moveonca.com/home-page-1584/>.

⁵ Fass-Holmes, Barry. "FA08-18 Open Doors summary tables and graphs", January 2020. PDF File.

⁶ Miller, Roark. "International Faculty and Scholars Open Doors Report 2009 – 2019." January 2020. PDF file.

⁷ Giordano, Courtney and Walshok, Mary. *ACE Internationalization Lab Subcommittee on Institutional Collaborations & Partnerships*, 6 Feb. 2020, <https://www.beautiful.ai/player/-M-IZ0IZa3wWM9iDuCbj>.

⁸ Giordano, Courtney and Walshok, Mary. *ACE Internationalization Lab Subcommittee on Institutional Collaborations & Partnerships*, 10 Mar. 2020, <https://www.beautiful.ai/player/-M2-MurjEvULXH4pdLR>.

⁹ Galloway, Durice. "UC San Diego Alumni Demographics Summary by Academic Division." 2020. PDF file.

- There is a lack of comprehensive, institutional engagement with UC San Diego international scholar “affiliates” upon return to their home country.

Recommendations

We recommend that:

1. UC San Diego develop a strategic plan for international engagement that identifies specific regional priorities, focuses on diversification of the international student population, while considering yet insufficiently explored opportunities in countries with high potential for student participation, and is coordinated centrally to maximize stakeholder expertise from across the campus.
2. Campus leverage relationships in the innovation ecosystem regionally and abroad to holistically support strategic global engagement across academia, industry and government.
3. A Senior International Office to coordinate campus effort to leverage new modalities of engagement in support of revenue-generating opportunities.

Implementation Considerations

To successfully implement the recommendations, UC San Diego will require a Senior International Officer that can strategically coordinate activities across the campus and Health Sciences. Having a single point of coordination will maximize efforts and leverage expertise in a cost-effective and strategic manner. Not pursuing a coordinated approach will leave the campus less than the sum of its parts, missing an important opportunity to promote cross-campus synergies.

Additionally, this coordination will serve to holistically support the global life-cycle of the university, connecting various hubs of global activity to the campus strategy to maximize the impact of partnerships and collaborations for the campus at large.

Connecting the Spokes of the Hub –

- Campus-wide coordination of international activity will connect stakeholders, including the academic Schools and Divisions, Global Education, UC San Diego Extension, Office of Alumni Affairs, Office of International Affairs, Office of Research Affairs, Health Sciences, Campus Counsel, Export Control, Admissions and the Academic Senate, and serve as an important conduit to the Chancellor, Executive Vice Chancellor and Chancellor’s Cabinet.
- Cultivating a clear academic pipeline through both targeted recruitment and by supporting the global community lifecycle will diversify the student population. Through ensuring a positive experience for all students, scholars and program participants from recruitment through participation, and channeling this experience into lifelong alumni and affiliate engagement, UC San Diego will cultivate global ambassadors.
- Support of the global lifecycle also requires broadening the internal institutional definition of alumni/affiliate, thus embarking on a campaign to institutionally engage international scholars upon their return to their home country. Over the past five years for example, this affiliate population amounts to 6,947 international faculty/scholars on campus from 116 countries, representing a vast network of highly connected former scholars. Maintaining an institutional relationship with these affiliates opens new pathways for engagement with prospective donors,

industry leaders, government partnerships, research collaborations and entry points to regional markets.

- The final aspect of the global lifecycle are parents and a successful strategy will include targeted engagement efforts of the parent population.

Connecting the Academic and Research Engines to the Innovation Economy –

- UC San Diego is uniquely positioned geographically, both in terms of its role in the Calibaja region, but also at the epicenter of Southern California’s innovation hub. While campus has many connections to industry throughout the Torrey Pines Mesa and city at large, we can more intentionally leverage research and commercialization opportunities to create student experiences in San Diego and abroad.
- An opportunity exists to further cultivate holistic partnerships with entities such as BIOCUM, Cleantech, the San Diego Economic Development Corporation, regional Trade Associations and specific companies in San Diego with headquarters or branches abroad. Doing so will not only continue to enrich the research enterprise, but will also offer students real-world international experience and potential career opportunities.

Connecting the Campus to the Strategic Internationalization Strategy –

- A Senior International Officer tasked with leading the campus international strategy will be positioned to partner with stakeholders to ensure all areas of campus are aware of and connected to revenue-generating opportunities and the broader internationalization strategy.
- To increase the pipeline of highly vetted, competitive sponsored student applicants, UC San Diego should, under the coordinated direction of a Senior International Officer, institutionalize relationships with key international sponsoring agencies, such as governmental and non-governmental organizations, through mutually beneficial Cooperative Agreements. The enrollment of master’s and/or doctoral students with governmental and non-governmental funding will generate tuition revenue at the master’s level and graduate student support savings at the doctoral level. Once a Cooperative Agreement is established with target governmental and non-governmental funding agencies, UC San Diego will also have access to additional funding opportunities through the same agencies, such as short-term research funding for faculty and students and other financial support promoting bilateral exchange.
- Through institutionalized relationships with government and non-governmental funding agencies, UC San Diego’s brand recognition will spread by the agency promotion of UC San Diego as a partner institution. In addition to website promotion, partner institutions are also included in the sponsoring agency annual reports¹⁰ which are disseminated throughout the country and continent, thus increasing UC San Diego’s exposure and branding in developing markets.
- Given that this centralized support will benefit campus at large, a distributed financial model to support strategic engagement should be adopted. Nominal contributions from each School and Division will yield a long-term return on investment through ongoing revenue generation. Such a coordinated approach can increase international connections at minimal cost by promoting cross campus synergies and pre-existing relationships.

¹⁰ [“COLFUTURO/25 Years: Talent for a New Country.”](#) pg.46-47, July 2016. PDF file.

- Additionally, a modified cost-share model will ensure a continuous connection to campus internationalization efforts, decreased administrative overhead costs to facilitate international partnerships and reduction in duplications of effort/amplification of collaborations broadly.