

General Framework for UCR Strategic International Goals¹

For our community, locally to globally, UCR will take the special knowledge and skills available in the university and – through research and creative pursuits that translate into real-world applications – transfer that knowledge in ways that address current and future needs, and thus improve quality of life for all.

UCR 2020: THE PATH TO PREEMINENCE

Introduction

The following outline is the distillation by the UCR's Council on Strategic Internationalization of its dialogue on strategic goals for the university. It is informed by a review of *UCR 2020: The Path to Preeminence*, *UCR International Undergraduate Enrollment Plan*, the literature on internationalization, presentations at Chancellor Kim Wilcox's investiture, and consultations with campus and community partners by Vice Provost for International Affairs, Kelechi Kalu.

This document presents general goals, strategies, and tactics that will enable successful implementation of different aspects of the program. We acknowledge that this overarching vision may not apply equally to the many diverse units across the University of California, Riverside. Nonetheless, we anticipate that it will provide a framework for Vice Provost Kalu's pursuit of the strategies that will enhance our institution's international profile and presence.

Clearly, the support of the Chancellor and the Provost, Deans of Colleges and Schools, including University Extension, will be essential to the success of achieving UCR's strategic international goals. Faculty, staff, students, and other university constituents and stakeholders will also play an important role in achieving the success of our goals. It is particularly important that UCR make every effort to involve its international alumni and visiting scholars in internationalizing the university, for their country--specific expertise and networks will be invaluable in achieving the goals established by this Council. Also, it is vital that UCR actively engage international issues in Riverside through such platforms as the World Affairs Council and in collaboration with other universities and institutions in the region.

¹At its regularly scheduled meeting on November 24, 2015, The Council on Strategic Internationalization approved the *General Framework for UCR Strategic International Goals* and the establishment of Five subcommittees – *Student International Experience* (Study Abroad & Internationalization at Home), *International Students Recruitment*, *Community Engagement & International Alumni*, *Curricula Engagement* and, *International Research Collaboration*.

As the international strategies agenda is the responsibility of a vice provost who reports to the Provost and Executive Vice Chancellor, it is anticipated that the Office of the Provost/Executive Vice Chancellor with support from the Office of the Chancellor and other university leadership will, through resource commitments, appropriately sponsor the strategies endorsed by this Council.

I. Goals for an Internationally vibrant UC Riverside

- Through research, increase UCR's role in solving major international issues of our time
- With effective teaching, educate students to be internationally knowledgeable in their disciplines
- Advance our land-grant mission by assisting the City of Riverside and the state of California in their strategic international economic partnerships
- By the strengths of its research, teaching and engagement, position UCR as a globally vibrant and influential university

II. Indicators of UCR's Future Success in Internationalization

- As international activity enhances faculty members' teaching, research and engagement, it is taken into account in evaluating faculty members' applications for promotion, tenure and merit pay
- The global impact of UCR's faculty research, teaching and engagement will be annually celebrated and recognized
- UC Riverside becomes a benchmark by appropriate governing and ranking institutions for its commitment to internationalization and achievements in research, teaching and engagements.

III. Metrics necessary for UC Riverside's successful internationalization

- Commitment to internationalization is acknowledged within the university's vision and mission statements.
- Internationalization is endorsed by various campus leaders, governing bodies and is visibly promoted by senior leaders across the university and the community.
- UCR's Strategic Internationalization Goals as developed are implemented.
- Metrics and timelines are developed for each goal to ensure that progress is monitored and interventions, when necessary, can be implemented by November 2016.
- Policies and processes are established as a foundation for strategic goals implementation to ensure that internationalization efforts are sustainable.
- Provost's and Deans' financial resources support faculty participation in international research, teaching and engagement activities.
- Colleges' and Schools' strategic plans align units' internationalization efforts with the university's strategic internationalization goals.
- Support for international research, teaching and engagement becomes part of Senior Leaders' annual performance evaluation.
- New and revised curricular, and accreditation documents and efforts reflect UCR's strategic internationalization goals and priorities.
- Build up sustainable human resource, leadership and digital capabilities, financial and accounting, curriculum expertise infrastructure that permits effective management and implementation of UCR's international goals.

IV. **Specific Goals, Strategies and Tactics**

- A. Expand the international experience for undergraduate, graduate and professional students

To enhance UCR's students' international knowledge and skills, and competitiveness in the global environment, international issues must be embedded in all academic offerings at every level and students provided with significant education abroad and/or service learning opportunities in the U.S. and in foreign countries.

Specific Goals:

- (a) Enhance existing curriculum by broadening its international dimensions;
- (b) Increase the percentage of undergraduate students participating in education abroad by 50% within four years; and
- (c) Expand funding to provide education abroad scholarships based on financial need.

Internationalizing the curriculum involves the integration of international perspectives into existing and new courses taught on campus. With regard to education abroad, our goal should be to provide relevant education abroad experiences for our students that can range from two weeks abroad experiences to double degree programs with selected strategic partnership institutions overseas where a student might spend as much as one year abroad. Some of the experiences may occur in the context of collaborative student exchange partnerships.

Considerations for Internationalizing the Curriculum

- Foundational International Knowledge and Skills for all students and faculty
 1. Ability to work effectively in international and multi-cultural settings
 2. Awareness of and adaptability to diverse cultures, perceptions, and approaches
 3. Familiarity with the major currents of international change and issues they raise
 4. Ability to communicate effectively across cultural and linguistic boundaries
 5. Comprehension of the international dimensions of one's discipline
- Various models of internationalizing the curriculum
 1. General Education Survey Courses and/or Global Studies Courses
 2. Regional Area Studies Certificates
 3. Internationalize each major with relevant study abroad and capstone experience (we may start with a few departments/programs as pilots)
 4. Global Option Certificates – enhancements for each major
- Considerations for Education Abroad
 - Whenever possible, short-term learning abroad experiences (including project-based and practical professional experiences) should be embedded within existing courses taught on campus
 - To effectively process the increased number of Education Abroad students, we should consider expanding our use of Other Abroad Programs (OAP), which can deliver cost-efficient logistical support and, in certain fields, instruction.

B. Increase the Percentage of International Students and Faculty

As part of comprehensive internationalization of our campus, increasing the percentage of international students and faculty at UC Riverside will increase the interaction with, and knowledge of, foreign perspectives, cultures, and languages. International faculty are defined as those visiting UCR from foreign institutions, best referred to as international scholars, and our own full time faculty who were born in countries other than countries in North America.

Specific Goals: Increase the percentage of visiting international faculty by at least 20 percent. Increase the current percentage of international students by at least 50 percent.

- Currently, more than 405 international scholars visit UC Riverside each year. The above goal would increase this to 481.
- Currently, 499 undergraduate international students are enrolled at UC Riverside. To meet institutional target as specified in *UCR 2020* of 8-10% international undergraduate students will amount to increasing the percentage of international undergraduate student population from the current 2.7% (n=499) to 6-10% (n=1116 – 1860) of the total undergraduate student population^[1]
- Similarly, meeting the institutional target for graduate international students will result in increasing the number of graduate student population from the current 14% (n= 945 international) of the overall UCR student population to 18-20% of the UCR student population (n=1169 – 1299 international)^[2]

Using these calculations we are projected to have an overall international student population of 2285 – 3159 by 2020.

To achieve these goals, it will be essential to provide the appropriate infrastructure, such as affordable accommodations for visiting scholars and international students. UC Riverside should consider a prominent location for its Global Strategies initiatives and should consider itself as a potential Global Gateway to universities in the Inland Empire, California and the U.S. Already, UC Global – see <http://ucgo.org/> —has recognized the need for such a Gateway, but it remains unoccupied and is not led by anyone campus. UCR can be the leader of UC Global in ways that other campuses have not been able to build alliances that advance internationalization across public universities and colleges across the state.

C. Promote Scholarship on Major Global Issues

Promoting high quality peer-reviewed interdisciplinary research on major global issues of our time would demonstrate UC Riverside’s commitment to these issues, raise the international reputation of the university, and increase the success of extra-mural grants to the university.

^[1] UCR 2020 p. 19

^[2] UCR 2020 p. 17-18. As was specified by the graduate dean during one of the discussions, the strategy here will be one that aims to meet the needs of those disciplines, departments and colleges where the presence of more international graduate students are needed.

Specific Goal: Create university-wide interdisciplinary research programs that focus on major global issues. For example, the UC-Mexico Initiatives Workgroups on ((1) Energy, (2) Education, (3) Environment, (4) Health and (5) Arts and Culture are excellent places to start that also need to be broadened to include workgroups on sub-Saharan Africa, South Asia and other regions of the world. An important workgroup in this regard would be one that specifically addresses issues of Energy and the Environment with a focus on water; Food Production/Food Security and Global Health Issues in sub-Saharan Africa and with comparisons to the challenges these issues pose for California and beyond.

As part of this program, there should be an expectation for collaboration with public and private sectors—both national and international, scientists, scholars, and other educators at international institutions – leading world-class universities and strategically selected universities that do not make the top tier world rankings—research institutes/think tanks, USAID local missions, and other governmental and non-governmental organizations whose strategic interests align with UC Riverside’s global strategic interests. The foregoing would be one criterion for seed funding of research programs whose purpose would serve to increase the percentage of UC Riverside faculty involved in international research engagements and collaborations.

Lastly, we will endeavor to ensure that major institutional research initiatives such as the U.S. Mexico Initiatives align well with UCR’s international strategic goals. Future initiatives around Sustainability, Centers of Excellence and Centers of Innovation will have strong international dimensions.

D. Develop an International Physical Presence

To further deepen UC Riverside’s internationalization through teaching, research and engagement, one strategy is to embed UC Riverside’s global brand on strategically targeted institutional/regional partnerships.

Specific Goal: In collaboration with existing UC offices in London, Mexico City and elsewhere when possible, establish UC Riverside’s Global Offices in strategically selected institutions and regions of the world.

UC Riverside’s Global Offices will be situated in strategically selected institutional partners whose location and infrastructure will help serve UCR’s faculty, students, staff travel, communication, business, human resources, and financial issues associated with official UCR programs in education abroad, research, and international engagements. This tactic avoids building or leasing an independent office space in foreign countries with its related financial headaches as evident in other universities’ experiences. This tactic will be enhanced, amongst others, through Inland Empire Sister Cities and Riverside International Trade and Relations partnerships.

Considerations for establishing UCR’s Global Presence in strategic locations:

- A. The choice of strategic institutions/locations should be premised on consideration of several factors based on a comprehensive inventory of UCR's ongoing international activities:
- Teaching, Research and Engagement interests of faculty
 - Potential for study abroad/international rotation for medical students (country and institutions)
 - Potential for international students recruitment—undergraduates and graduates
 - How well the locations align with existing campus-wide initiatives, e.g. US-Mexico initiatives and other efforts to internationalize the curriculum
 - Preference to be given to emerging market countries (Unfamiliar territories)
 - Where most international alumni reside and work
 - And where Inland Empire businesses have interests
- B. Functions of UC Riverside Global Offices
- Serve as platform for international student recruitments in local and regional universities and high schools
 - Serve as points of contact for education abroad groups to the country or region
 - Serve as a base or points of contact for faculty conducting research or attending conferences in the region
 - Collaborate in planning and hosting of visits by the Chancellor, EVC/Provost, Deans and other university officials
 - Host seminars, workshops and training programs organized by UCR faculty in the location,
 - Host alumni events and connect them to special events through video conferencing to Riverside
 - Work with partners to promote UC Riverside in the region through local media activities presence
- C. Business Model for UC Riverside Global Offices
- Seek alumni and friends of UCR resources support for maintaining the office
 - Charge fees for international business forum, Youth Development Seminars, and small business training in basic management and educational activities such as preparatory classes for GMAT, GRE and TOEFL for local high school students and undergraduates.
 - Potential for delivering executive training programs and online Masters degrees
 - Charge fees or in kind contributions such as internship placements for our students to Riverside businesses to use UCR Global Offices to promote their business interests in the region
- D. Possible Locations – not ranked
- Latin America (Mexico City and other Caribbean Islands)
 - China (Beijing, Shanghai, Shandong, and provinces in the Northeast)

- Seoul
- Bangkok
- India
- Western Canada
- Sub-Saharan Africa – West, East and Southern

E. Promote Collaboration with Inland Empire International Business Ventures

By collaborating with Inland Empire businesses, we will be advancing our mission as a land grant university with strengths in teaching, research, and engagement that have become global. Indeed, strategic collaborations between UCR and Industry in the state and beyond advances the land grant mission of the university that produces knowledge to solve public problems.

Specific Goal: Significantly increase the number of faculty/students collaboration with Inland Empire international business community.

One way to achieve this goal is to create “incentive grants” modeled after the U.S.-Mexico Initiatives Workgroup grants. These grants would support the development of interdisciplinary international business consultation strategies to be mostly delivered by UCR Global Office locations. For example, working with Department of Comparative Literatures and Foreign Languages, UCR could design short courses/training that integrate language/culture workshops or programs with discipline that supply technical, management, and medical services to international industries, businesses and communities. Such an effort will align well with internationalizing students’ learning experiences to include service-learning and internships with California-based multinational companies. Lastly, it is the expectation that such collaborations will provide opportunities for students and faculty to engage in industry-related research, especially for such interdisciplinary majors like BS in Sustainability and the robust research in Biomedical research that are ongoing at UCR.

The Council approved Sub-Committees with responsibility for implementing the General Framework are:

- A. Student International Experience
 - I. Study Abroad Experience
 - II. Internationalization at Home
- B. International Students Recruitment
- C. Community Engagement/International Alumni
- D. Curricula Engagement
- E. International Research Collaboration

List of Members² for the UCR Council on Strategic Internationalization Inaugural Meeting in September 2015:

1. Bronwyn Jenkins-Deas (Associate Dean UNEX)
2. Perry Link (faculty)
3. Richard Cardullo (Honors)
4. Steve Brint (Vice Provost – Undergraduate Education)
5. Anil Deolalikar (School of Public Policy)
6. Reza Abbaschian (College of Engineering)
7. Jim Sandoval (Vice Chancellor – Student Affairs)
8. Mike Pazzani (Vice Chancellor-Research and Economic Development)
9. Thomas Smith (Dean, Graduate School of Education)
10. David Herzberger (faculty)
11. Kathryn Uhrich (CNAS dean’s office)
12. Milly Pena (CHASS dean’s office—Arts, Humanities, Social Sciences)
13. School of Medicine (G. Richard Olds, Dean)
14. Yunzeng Wang (School of Business Administration)
15. Joseph Childers (Graduate Division)
16. Undergraduate Student Representative***
17. Graduate Student Representative***
18. Walter Clark (Music Chair)
19. Exequiel Ezcurra (University of California Institute for Mexico and the United States)
20. Peggy Mauk (Agricultural Operations)
21. Jose Wudka (Chair of Academic Senate)
22. Cynthia R Giorgio (Chancellor’ Office)
23. Derick Fay (faculty)
24. Timothy Close (faculty)
25. Louis Santiago (faculty)
26. Victor Olivieri (Provost’s office)
27. Peter A Hayashida (Development)
28. James E. Grant, Jr. (Strategic communications)
29. David Biggs (faculty)
30. Steven Mandeville-Gamble (Library)

² The list above reflects the number of individuals from across the university that responded positively to serve on the Council. While majority of the members actively dialogued on the various dimensions of the General Framework, some were unable to participate in all the deliberations due to scheduling conflicts.