



UNIVERSITY OF CALIFORNIA
SANTA CRUZ

VIRTUAL PEER REVIEW

ACE INTERNATIONALIZATION LAB
COHORT 16

www.global.ucsc.edu/ace

VIRTUAL PEER REVIEW TEAM

UC Santa Cruz's participation in the ACE Internationalization Lab will be near its conclusion in February 2021 with a virtual peer review that includes meetings with campus stakeholders. Prior to the COVID-19 pandemic, the peer review was scheduled to be conducted in-person on the UC Santa Cruz campus during spring quarter of 2020. Although delayed, we look forward to broad participation among campus stakeholders in the peer review process.

This document features bios of the Peer Review Team along with the Executive Summary of the Strategic Plan for Internationalization for your review and consideration.



GIL LATZ

Gil Latz is vice provost for global strategies and international affairs at The Ohio State University. In his most recent past position, Dr. Latz was associate vice chancellor for international affairs, professor of geography, and philanthropic studies affiliated faculty member, Indiana University-Purdue University Indianapolis (IUPUI); and associate vice president for international affairs, Indiana University. Until 2012, Dr. Latz was affiliated with Portland State University (PSU), where he held positions in Geography, International Studies, and as vice provost for international affairs.

In addition to his position at IUPUI, Dr. Latz is the immediate past president of the Association of International Education Administrators (AIEA). He has a longstanding interest in curricular internationalization, including publications on the intersection of internationalization, diversity, and community engagement, global learning for all, and assessing study abroad. In 2009, Dr. Latz chaired the submission that garnered PSU the NAFSA: Association of International Educators, Senator Paul Simon Award for Exemplary Campus Internationalization. Before he was appointed an Internationalization Laboratory Advisor, Dr. Latz served as a peer reviewer for 10 Lab institutions.

Dr. Latz's academic research focuses on: regional development and resource management policy (agriculture and urban) in East Asia, North America, and Europe; Japan's modernization process in terms of the role played by philanthropy and civic leadership; international trade; and curricular internationalization. Dr. Latz earned his B.A. at Occidental College. He holds an M.A. and Ph.D. from the University of Chicago and studied at the University of Tokyo as part of his graduate research training.



ROSS LEWIN

Ross Lewin is responsible for the strategic planning and direction of the University of Maryland's (UMD) internationalization efforts. As the associate vice president for international affairs, he leads the office and its units in enhancing international programs and services for both the campus community and international visitors; promoting the internationalization of UMD undergraduate and graduate programs; and developing strategic partnerships with leading academic and research institutions, international corporations, and governmental and non-governmental organizations around the world. Before beginning work at UMD in 2012, Dr. Lewin was at the University of Connecticut, where he worked as the executive director of the Office of Global Programs and director of the Office of Study Abroad.

Dr. Lewin is editor of *The Handbook of Practice and Research in Study Abroad* (Routledge & AAC&U, 2009). He earned his B.A. in politics and literature from the University of California Santa Cruz and both his M.A. and his Ph.D. in German studies from Stanford University.



SUSAN BUCK SUTTON

Susan Buck Sutton brings 40 years as a faculty member and administrator to her work on global learning and engagement in higher education. Recently retired as Senior Advisor for International Initiatives at Bryn Mawr College, Sutton is also Emerita Associate Vice President of International Affairs and Emerita Chancellor's Professor of Anthropology at Indiana University. She is currently a Fellow at the Institute of International Education and a Senior Associate at the American Council on Education. Sutton has been President of the Association of International Education Administrators, and officer or adviser at NAFSA, AAC&U, IAU, and the Forum on Education Abroad.

As an anthropologist, she was also editor of the *Journal of Modern Greek Studies* and President of the General Anthropology Division of the American Anthropological Association. Sutton has published 5 books and 70+ articles, and given numerous presentations and workshops, both nationally and internationally, on strategic international planning, partnerships, and curriculum development. She holds a Ph.D. from the University of North Carolina (Chapel Hill) and a B.A. from Bryn Mawr College, both in anthropology.

EXECUTIVE SUMMARY (From Strategic Plan for Internationalization Draft)

BACKGROUND

In August 2018, UC Santa Cruz joined the 16th cohort of the American Council on Education (ACE) Internationalization Laboratory (ACE Lab) to participate in a two-year mentored process to create a plan and path forward in advancing campus-wide comprehensive internationalization.

ACE defines comprehensive internationalization as “a strategic, coordinated process that seeks to align and integrate policies, programs, and initiatives to position universities as more globally oriented and internationally connected institutions.” UC Santa Cruz’s participation in the ACE Lab built upon years of previous work done by Academic Senate committees including the Committee on International Education and the Senate Executive Committee as well as the Division of Undergraduate Education to advance planning and structure for a rapidly changing campus environment with increasing international student enrollments. Their work argued the urgency to support this population while addressing an array of other initiatives to promote a more comprehensive view of internationalization.

PROCESS

Former Campus Provost and Executive Vice Chancellor (CP/EVC) Marlene Tromp appointed an ACE Lab Steering Committee composed of faculty members who represented a broad cross-section of disciplines from all academic divisions and functional areas including the Academic Senate, Graduate Studies, the Office of Research, and the Colleges. Staff members from Global Engagement and Planning and Budget also served on the Steering Committee.



We cannot solve global problems ... without international research and cooperation.

The ACE Lab Steering Committee was charged to:

- Serve as the leadership team for UC Santa Cruz’s participation in the ACE Internationalization Laboratory
- Carry out a comprehensive review of the current state of internationalization activities at UC Santa Cruz
- Facilitate, encourage, and frame a conversation on internationalization within the broader campus community
- Designate priorities for internationalization on campus and propose a realistic plan for advancement and implementation

The Steering Committee formed subcommittees on curriculum, student mobility, and collaboration and partnerships. With expanded faculty, staff, and student membership, each subcommittee developed a self-study,

reviewed current international activity, and collected data. Each subcommittee drafted a white paper based on their data collection that informed this final report and strategic plan. To further bolster data collection, Steering Committee members attended 31 academic department meetings in winter quarter 2019 to solicit input directly from faculty, and following those meetings, circulated a questionnaire to all department chairs to capture additional departmental level insight.⁴ During this period, Global Engagement also launched GlobalConnect, a database intended to capture faculty engagement abroad on an ongoing basis, directly accessible to faculty through an online form. Additionally, the Steering Committee engaged in two town hall meetings on campus and collected data guided by a set of internationalization review questions developed by ACE. Finally, the draft strategic plan was shared with the Academic Senate in October 2019, and

Senate committee responses and feedback were incorporated into this revised document.

RECOMMENDATIONS

Comprehensive internationalization requires engagement and commitment from all levels of the university leadership, faculty, and staff across campus. Global perspectives and engagement must permeate our teaching, research, and service missions to prepare students, faculty, and staff to communicate and collaborate across geographic and cultural boundaries in today's interconnected world. This has never been more evident than during the current COVID-19 pandemic. We cannot solve global problems such as public health, climate change, and world food shortages without international research and cooperation. To advance comprehensive internationalization at UC Santa Cruz this report recommends the following strategic plan:

Goal I - Expand and Enhance Globally-Focused Research and Engagement

- A. Engage faculty and foster global collaborations
- B. Develop a campus resource to disseminate information on faculty engaged in international research and initiatives
- C. Create opportunities and facilitate impact

Goal II - Provide Global Learning Opportunities for All

- A. Increase opportunity and access
- B. Expand foreign language training opportunities for undergraduate and graduate students to support their study and research
- C. Develop undergraduate and graduate global majors, minors, or concentrations

Goal III - Strengthen Student Success

- A. Improve the international student experience and support
- B. Provide support and opportunities for cross-cultural understanding for all students, staff, and faculty

Goal IV - Enhance our Global Reputation

- A. Establish faculty advisory groups by world region to inform strategy and guide implementation of global initiatives
- B. Broaden and deepen institutional partnerships with universities abroad
- C. Enhance the communication strategy to tell our international story
- D. Engage alumni living and/or working abroad

Goal V - Define Organizational Structure

- A. Establish a permanent principal officer position to lead the division to ensure global engagement is part of campus leadership discussions and planning
- B. Provide comprehensive risk management for student, faculty and staff international travel