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GLOBAL AFFAIRS

INTERCONNECTING ALL:
The Global Affairs Strategic Plan
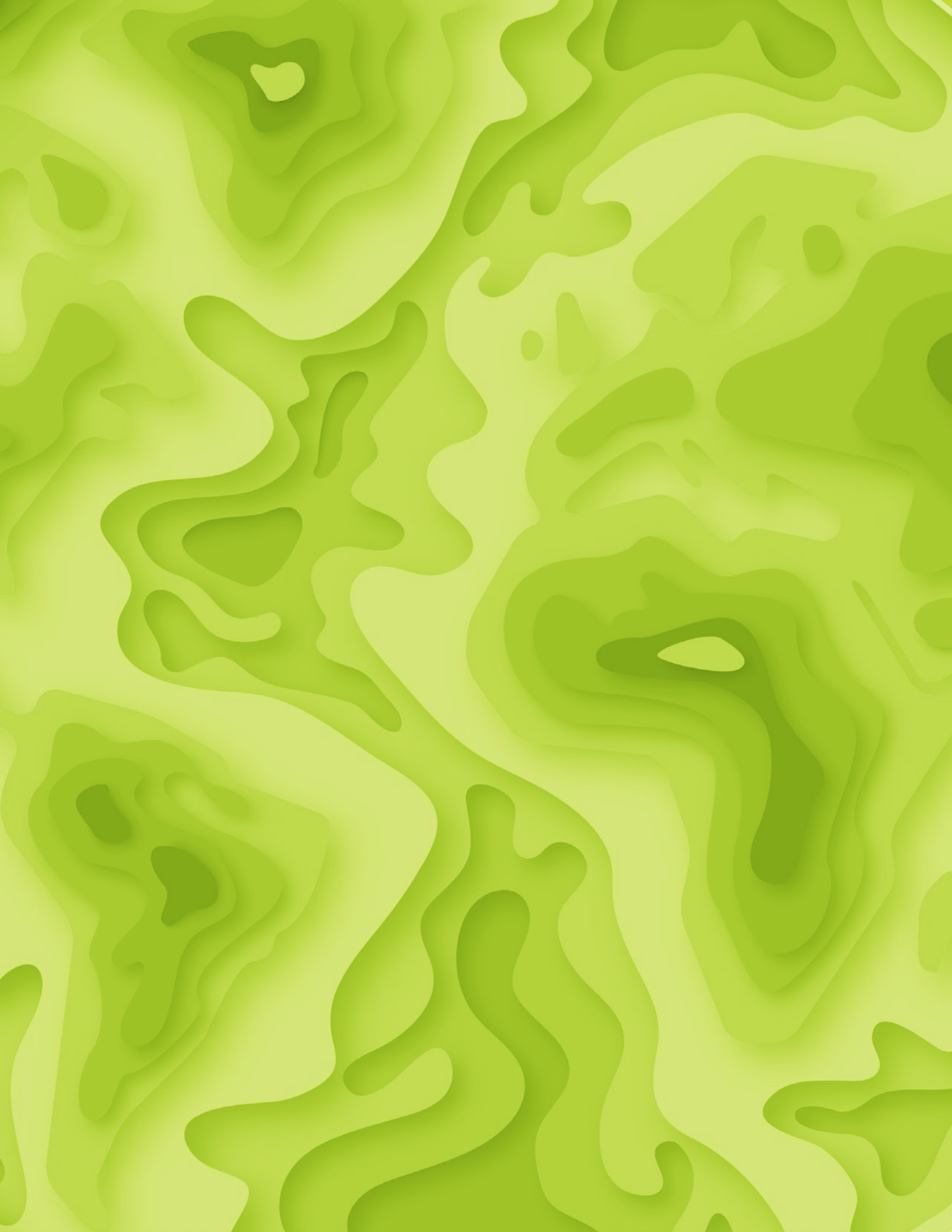## (GASP)

GLOBAL AFFAIRS MISSION

To inspire global curiosity, understanding, and engagement.

GLOBAL AFFAIRS VISION

We envision a UC Davis community that engages, thrives, and leads in an interconnected world.

2017 – 2022
globalaffairs.ucdavis.edu

Global Affairs Strategic Plan

Background

For twenty years UC Davis has explicitly acknowledged the importance of strengthening its international profile. The campus-wide strategic plans, the 2020 Initiative[1], and the June 2012 International Advisory Committee[2] report issued by a blue ribbon faculty committee appointed by Provost and Executive Vice Chancellor Ralph Hexter all highlight the importance of international engagement.

A major recommendation of the 2012 International Advisory Committee report is the need for a strong centralized office to develop a robust international agenda for UC Davis. In 2014 the office handling international matters on behalf of the university was reconstituted as Global Affairs and Dr. Joanna Regulska, Vice Provost and Associate Chancellor for Global Affairs, was appointed to lead the office in September 2015.

This document is a strategic plan for Global Affairs. It builds upon the excellent recommendations from earlier reports while proposing a bold new agenda for UC Davis that envisions Global Affairs as a strong hub for international and global engagement. It articulates a mission and vision for UC Davis that focuses on developing and supporting the capacity of all members of the UC Davis community—faculty, students, scholars, staff and alumni—to successfully engage with international peer institutions, partners, and colleagues. Finally, it sets the stage to tell the UC Davis international story, through improved communications and visibility, to highlight the impact UC Davis makes toward solving global problems, educating an interculturally competent citizenry, and engaging in world-class research.

1   https://provost.ucdavis.edu/initiatives/provost-initiatives/archive
2   https://provost.ucdavis.edu/initiatives/provost-initiatives/archive

About Global Affairs

Global Affairs is charged with conceptualizing an intellectual framework for international and global engagement for all of UC Davis, at both the Davis and Sacramento campuses, and translating it into concrete initiatives that serve the entire UC Davis community. Global Affairs is organized into three pillars – Academic Programs, Global Education and Services, and Business Operations.

ACADEMIC PROGRAMS focuses on faculty engagement, international partnerships, and units that have an academic component involving research, such as the Confucius Institute at UC Davis, UC Davis Chile - Life Sciences Innovation Center, and Asian International Programs.

GLOBAL EDUCATION AND SERVICES focuses on engaging and serving students and scholars and offering training opportunities for professional enhancement. It includes the Blum Center for Developing Economies, Services for International Students and Scholars, Study Abroad, Global Professional Programs (including the Fulbright Program, Hubert H. Humphrey Fellowship Program, and Mandela Washington Fellowship), and UC Davis Arab Region (UCDAR) Consortium.

BUSINESS OPERATIONS oversees all of the budgeting, communications, travel security, human resources, events, marketing and development, and related business functions for Global Affairs.

Defining International Engagement in the UC Davis Context

Today's pressing problems cannot be tackled in isolation. Problems such as food security/scarcity, resource extraction, energy depletion, refugee flows, crime and human trafficking, contagious diseases, climate change, and poverty are, by their very nature, both local and global, with an impact more evident each day. New advances in every discipline and field— such as engineering, the sciences, humanities and business—depend on the world's best minds working together to create knowledge, find solutions, and aim high. Meeting these challenges and seizing these opportunities require a citizenry and workforce able to understand current events and view their profession in a global context. They must be able to collaborate, communicate, and cooperate across national, geographic, and cultural boundaries. Every member of the campus community—students, faculty, and staff—must be prepared to succeed in today's interdependent and interconnected world.

> Today's pressing problems cannot be tackled in isolation.

International engagement is a central component of a university, and of a university education, in the 21st century. By international engagement we mean a commitment from every level of the university administration, faculty, and staff to infuse international and comparative perspectives throughout our teaching, research, and service missions. This ethos must inform every element of our programming, guide our internal and external relationships and partnerships, and be at the forefront as we plan UC Davis' future.

To integrate an international and comparative perspective into the fabric of the university, we must commit to developing the infrastructure essential to lead and support a robust program of international engagement, especially in the following areas:

TEACHING:
Internationalize our educational programs to ensure that all our students have the knowledge, skills, attitudes, and intercultural skills they need to succeed in the global world in which they live.

RESEARCH:
Expand and strengthen our strategic international partnerships and alliances to provide opportunities for our faculty to conduct collaborative research and to attract the best minds from around the world to our campus as graduate students, collaborators, and colleagues.

SERVICE:
Ensure that the knowledge and solutions that we produce in fulfilling the mission of UC Davis as a land-grant university are broadly disseminated and applied to solve problems and improve lives and commerce in local communities in California, the nation, and around the world.

ADVOCACY:
Promote the societal benefits of internationalization to the UC Davis community and ensure our students, scholars, faculty and staff have the resources they need to be successful in their international efforts.

The Strategic Planning Process

This plan is built upon the foundation laid by the campus-wide initiatives discussed above, the 2012 International Advisory Committee report, and data gathered from interviews with senior leadership, deans, and other stakeholders. We are grateful to the Global Affairs staff who conceptualized key elements of the plan over three day-long retreats in July-December 2016. These retreats produced a definition of international engagement for UC Davis, creating new mission and vision statements for Global Affairs, and articulating the role a 21st-century Global Affairs office plays in optimizing international engagement for a university. The Strategic Planning Committee[3] has worked diligently to translate these ideas into a plan to guide the work of Global Affairs for the next five years.

3   Strategic Planning Committee members are: Joanna Regulska, Chair. Marielle Berman, Blake Cooper, Karen Beardsley, Robb Davis, Fadi Fathallah, Zachary Frieders, Ermias Kebreab, Jim Rix, Michelle Yeh, and Wesley Young. Strategic planning consultant Adelaide Ferguson assisted.

An Overview of the Global Affairs Strategic Plan

In conceptualizing its guiding principles for the next five years, Global Affairs recognizes that ultimately the people who comprise the UC Davis community—the faculty, staff, and students—must be the focus of its work. The UC Davis community must be prepared to live and work in an interconnected, interdependent world, and be given the resources to succeed. So equipped, UC Davis graduates, faculty, and staff will have the skills they need to navigate in any context and to contribute knowledge to help solve the world's most pressing challenges. Global Affairs' mission to "inspire global curiosity, understanding, and engagement" and its vision of "a UC Davis community that engages, thrives, and leads in an interconnected world" both reflect this commitment.

...people who comprise the UC Davis community— the faculty, staff, and students— must be the focus of its work.

The Global Affairs mission and vision form the foundation of three major priorities that comprise the Global Affairs Strategic Plan:

I. Develop Global Affairs and the International Center as the Physical, Virtual, and Metaphorical "Hub" for Global Engagement at UC Davis

II. Build the Capacity of All Members of the UC Davis Community to Succeed in an Interconnected World

III. Tell the UC Davis International Story: Improve Communications and Visibility

To accomplish its ambitious agenda, Global Affairs must establish a foundation for success with a professionalized staff and office functions to allow it to work hand-in-hand with UC Davis' administration, academic units, and faculty—both Academic Senate and Academic Federation—charged with the formulation of policies related to international education and its integration into the curriculum.

Language Diversity Fair in the International Center during International Education Week, November 2017. *Photo by Bonnie Shea*

PRIORITY I:

Develop Global Affairs and the International Center as the Physical, Virtual, and Metaphorical "Hub" for Global Engagement at UC Davis

Global Affairs is committed to providing a broad array of data, services, standards, and a physical space that brings people together—a "hub" that connects the UC Davis community to global efforts on all its campuses, in the Northern California region, and around the world. This "hub" acts as a clearinghouse to support student, scholar, faculty, and staff engagement with global programs in the U.S. and around the world. It also facilitates the creation of new global connections and provides a seamless welcome and support system for students and scholars coming to UC Davis.

The auspicious location of Global Affairs in the new International Center—situated where the community and campus meet—enhances its ability to serve as a resource for creating relationships among domestic students, faculty, and international students and scholars, and between these groups and the broader community.

The following initiatives will serve as the foundation of this "hub" of global engagement.

A. **Offer programs and a place to develop relationships, competencies, and experiences that enhance global engagement.**

1. Create an international lounge, food and beverage service, regular exhibitions (e.g., photographs, paintings), performances (e.g., music, dance, lectures), and other programs (e.g., meals, festivals, forums) at the International Center, where international scholars, international and domestic students, faculty, and staff can interact in a casual environment.

...a "hub" that connects the UC Davis community to global efforts on all its campuses, in the region, and around the world.

2. Provide an Information Desk in the International Center to help those seeking assistance.

3. Provide a physical space at the International Center where integrated advising of domestic and international students can occur (i.e., "handing off" students between academic and Global Affairs advisors).

4. Expand the Global Connections programs which facilitate interaction and foster cross-cultural learning and mutual understanding among members of the international and broader UC Davis communities.

5. Create a Global Affairs Student and Scholar Advisory Board to engage international and domestic students and scholars in Global Affairs program planning.

6. Expand the Student Ambassador programs and support intercultural student organizations that facilitate interaction between domestic and international students.

7. Organize and host an annual symposium to engage students in research on a significant global issue and lead a campus-wide dialogue showcasing the findings.

8. Organize an annual "Global Education for All" conference that addresses larger themes important to international education for an audience alternating between the UC Davis community and national participants.

9. Create a platform for members of Davis and the broader regional community to request international speakers for local schools and community organizations.

B. Develop a virtual hub for international activity in the form of a comprehensive, searchable database to share information about and stimulate international activity.

1. Foster linkages and catalyze international activity by becoming the central forum to coordinate and share information for all campus programs, initiatives, and committees that have an international focus.

2. Map the international activity occurring across UC Davis within and outside Global Affairs, identifying strengths and untapped potential, and make the results readily available to campus and community audiences.

3. Create an International Data Repository by upgrading and consolidating international databases and data collection efforts, such as the MOU database and the faculty linkages database. The International Data Repository will make the extent of global engagement at UC Davis more transparent and serve as a unifying resource for various campus constituencies.

4. Enable the database to allow searches targeting strategic regions, understanding global trends, and visually representing UC Davis' global engagement and impact.

C. Develop protocols, standards of practice, and support services to aid members of the UC Davis community with new or existing international activities.

1. Establish and maintain protocols for departments that host international delegations, visiting students and scholars, and other groups.

2. Develop new standards for providing advice and information on visa and immigration requirements, and visitor services such as housing information and campus and community resources. Establish adequate staffing and technology to implement industry leading services for international students and scholars.

2017-18 Hubert H. Humphrey Fellows at UC Davis. *Photo by TJ Ushing*

3. Consolidate and disseminate university policies, guidelines, practices, and other information to improve campus compliance.

4. Provide guidance to the UC Davis Policy and Procedure Manuals (ppm.ucdavis.edu) on topics related to international activities, protocols, and processes.

5. Provide support for individuals and departments to arrange in-country logistics abroad, engage in risk and safety planning, understand international agreements and subcontracting.

6. Provide guidance for faculty, staff, scholars, and students looking to engage internationally and assist in identifying funding resources.

7. Issue periodic white papers on best practices related to a variety of international topics.

D. Expand external engagement to create new collaborations, partnerships, and support for sponsored programs.

1. Develop new partnerships with individual campuses and consortiums of campuses in different parts of the world, and maximize and strengthen existing partnerships.

2. Prioritize geographical regions for establishing exchange programs and university partnerships based on overall strategic directions for Global Affairs and UC Davis.

3. Identify and secure sponsored funding from multiple sources to support international programs coming to UC Davis, and actively pursue synergistic programs through international and domestic alumni networks (e.g., Peace Corps, Fulbright).

4. Cultivate partnerships beyond academia with the private sector, government, and Non-Governmental Organizations.

...create new collaborations, partnerships, and support for sponsored programs.

Build the Capacity of All Members of the UC Davis Community to Succeed in an Interconnected World

The UC Davis community is inherently international.

The UC Davis community is inherently international. In addition to the over 8,000 international students and scholars who come to campus each year, significant numbers of faculty, staff, and students were born and/or studied outside the U.S. Thus, it is incumbent upon the university to ensure that every member of the campus workforce and every graduate can function effectively as members of a multinational, intercultural community. Meeting the challenges and seizing the opportunities presented by our increasingly interdependent world requires a citizenry and workforce able to understand current events and their profession in a global context and to build teams, collaborate, communicate, and cooperate across national, geographic and cultural boundaries.

To this end, Global Affairs will develop and promote frameworks of intercultural learning, grounded in theory, with measurable outcomes that inform development of the programming and services below. Global Affairs is committed to working with the administration and the schools and colleges in three strategic areas—staff training, internationalizing the student experience, and engaging faculty in global initiatives—to train and provide the opportunities for international engagement that are necessary for our community members to become effective global leaders.

PART 1.
STAFF TRAINING IN INTERCULTURAL COMMUNICATIONS AND ENGAGEMENT

Every day UC Davis staff in all departments are called upon to interact and communicate with people from many different cultures and national origins. It is important that every staff member acquire the skills necessary to be effective in this aspect of his or her work. Toward this goal Global Affairs will provide support in these ways:

A. Collaborate with other UC Davis units charged with staff training to develop a certificate program on intercultural learning, communication, and advising across cultural differences for all staff.

B. Create international engagement opportunities for staff through participation in programs and activities offered by Global Affairs (shadowing Global Affairs staff, participation in official travel abroad, etc.)

PART 2.
INTERNATIONALIZE THE STUDENT EXPERIENCE

Global Affairs is committed to the goal that every student—100% of our undergraduate, graduate, and professional school students—will engage in meaningful international experiences, domestically or abroad, before they graduate. UC Davis' extensive global reach and proximity to diverse local communities provide an extraordinary opportunity to transform the international atmosphere on campus. We must leverage our strengths to educate our students to successfully navigate complex issues in a global context. We must encourage more interaction between domestic students and the more than 8,000 international students and scholars on campus, thus creating a richer learning environment for all at UC Davis.

UC Davis students presenting during the 2017-18 Seminar Abroad in Nepal. *Photo by Liz McAllister*

To realize these goals, Global Affairs will invest in and prioritize development of student programming in the following areas:

A. Develop a robust, diverse portfolio of international programming that provides students opportunities for intercultural learning.

1. Significantly expand and diversify the portfolio of undergraduate study abroad programming beyond the traditional exchange and faculty-led study abroad program models, with a focus on innovative programming, such as the following:

    • Service-learning and community engagement.

    • International research and field work.

    • Internship and career development programs.

    • Programs that collaborate with governmental and non-governmental agencies.

    • Consortia programs with peer universities to encourage multi-institutional student and faculty collaboration.

    • Hybrid, co-taught, or joint programs with academic partners.

    • Short-term programs to accommodate students in compressed degree programs.

    • Pre-Freshman, early admit, and deferred admissions programs.

    • Embedded seminar programs with international field work or capstone projects.

2. Provide comprehensive infrastructure to support and expand existing international experiences and opportunities for intercultural learning for graduate students, post-doctoral scholars, and professional students.

3. Increase engagement with overseas alumni and partners to expand opportunities for international programming.

> Global Affairs is committed to the goal that every student will engage in meaningful international experiences, domestically or abroad, before they graduate.

4. Leverage the impact of students' international experiences by investing in a robust study abroad returnee program, providing opportunities for students to continue to build on their international experience, and helping students to share their learning abroad with the greater campus community.

5. Provide clear translation of intercultural learning into career development outcomes.

6. Invest in strategic joint or shared staff positions to increase the number and quality of international/intercultural student programs on campus.

7. Support and advocate for the learning of foreign languages at UC Davis.

8. Improve the infrastructure and capacities of campus constituents to build, grow, and sustain existing internationalized student programming.

B. Provide all students with opportunities for intercultural learning and communication.

1. Develop a portfolio of intercultural learning pathways—certificate programs, global leadership courses—that provide a framework for new program development and support intercultural learning throughout students' careers at UC Davis.

2. Revamp the Global and International Studies minor with a more structured curriculum and a strong emphasis on leadership, intercultural communication and practical experience.

3. Provide custom trainings to support schools, colleges, and faculty in developing internationalized student programming.

C. Make interaction with and service to domestic communities a cornerstone of global education at UC Davis.

1. Develop a portfolio of programs for all UC Davis students that recognize populations within the U.S. as members of the global community and investigate important domestic intercultural themes, such as migration, civil rights, labor and economies, agriculture and food security, environmental and climate issues, health care, and/or politics.

2. Develop a portfolio of programs designed to teach international students about American cultures, history, and society, including study abroad, domestic off-campus programs, and experiential learning opportunities with local communities.

3. Create a network of living-learning communities across campus and in the City of Davis to bring domestic and international students together around academic and cultural themes of mutual interest and shared learning experiences.

D. Develop seamless advising and support for domestic and international students and scholars to enhance their ability to connect to global learning opportunities and resources.

1. Create spaces among Global Affairs, Student Affairs, departments, colleges, and schools to better coordinate international scholar and student arrivals and orientations; identify challenges they face and develop joint solutions.

2. Define a set of core information points related to international student and scholar immigration status to be used and reinforced consistently in all communications from Graduate and Undergraduate Admissions, Student Housing, academic departments, colleges, and schools.

...bring domestic and international students together around academic and cultural themes of mutual interest and shared learning experiences.

3. Ensure that academic units promote and provide advising to all international students on international experience options (e.g., domestic on- and off-campus activities, study abroad).

4. Fully integrate international students into UC Davis academic and cultural life by offering student support services throughout their time here:

   • Expand advising beyond academic and immigration issues to include advising on cultural integration, separation from family and home communities, understanding U.S. customs and norms.

   • Develop a portfolio of academic, extracurricular, and mentorship programs to connect international students with domestic students on campus.

   • Develop a fully-online orientation system, tailored to the needs of international student cohorts.

PART 3.
ENGAGE FACULTY IN GLOBAL INITIATIVES

Faculty are a major constituent group at UC Davis. It is the faculty's work that fulfills all of the university's tripartite mission of research, teaching, and service. Therefore, faculty must play a key role in Global Affairs' efforts to infuse global engagement across UC Davis. We propose the following initiatives to reach out to all faculty as partners and beneficiaries of Global Affairs' Strategic Plan. The following initiatives supplement other initiatives in this plan and expand the faculty-oriented programs that Global Affairs currently offers.

A. Outreach to Faculty

1. Continue the annual International Connections Reception for faculty and staff and establish quarterly or semi-annual forums with campus colleagues to discuss international themes/topics that build upon the International Connections Reception.

2. Continue to seek input from faculty on Global Affairs' services and programming at regularly scheduled chairs and directors meetings in colleges and schools.

3. Co-sponsor and co-promote lectures by UC Davis faculty members who currently engage in international research collaborations, including sending a Global Affairs representative to give opening remarks.

4. Launch a recurring Global Engagement Forum featuring faculty speaking about their research for a non-specialist audience to engage a broad spectrum of UC Davis community members.

5. Systematically reach out to faculty to promote the services available to faculty, including the benefits of registering with Global Affairs databases.

6. Provide more rigorous advertisement and promotion of opportunities for faculty directorships, visiting professorships, and program leaderships in UC Davis Study Abroad and UC Education Abroad Program (UCEAP) programs.

7. Ensure that the International Data Repository project outlined in Priority I includes a faculty outreach/communication component.

B. Maximize International Engagement by Faculty

1. Develop a faculty training curriculum to help faculty embed intercultural learning into on-campus courses, off-campus programs, and study abroad programs.

...faculty must play a key role in Global Affairs' efforts to infuse global engagement across UC Davis.

2. Work with the colleges, schools, and other units charged with developing the skills of faculty to build teams, collaborate, and communicate across national, geographic, and cultural boundaries.

C. **Incorporate International Engagement into Faculty Orientation and Academic Personnel Review**

1. Engage with offices overseeing new faculty orientation, department orientations, Academic Federation Spring Meet & Greet, and other venues to incorporate information about Global Affairs programs and services in orientation events and materials.

2. Advocate for international engagement to be given the same consideration as "Diversity" in the current tenure and promotion process.

3. Work with the Academic Senate, in particular, the Committee on Academic Personnel and the Committee on International Education, as well as the Vice Provost for Academic Affairs to advocate for a section on "Contributions to Internationalization" to be included in the Candidate Statement at all steps of the review process.

4. Work with the Academic Federation, Executive Council, and the Federation Liaison to the Vice Provost of Academic Personnel to recognize and increase support for international service and engagement among Federation members.

D. **Offer Financial Incentives and Recognition**

1. Develop an International Lecture Grant of $250 to supplement departmental funding for hosting guest speakers on topics with explicitly international perspectives; talks will be jointly promoted by the department and through the Global Affairs calendar.

2. Develop an International Student Mentoring Grant of $500 for faculty to increase engagement with international students through lab work, supervised independent studies, or honors theses, including a final report from the faculty advisor on the outcome.

3. Develop a Curricular Development Grant of $1,000 to individual faculty to add a global perspective into an existing, regularly-taught course.

4. Develop a protocol to incentivize departments to build innovative international and intercultural engagement into their courses and degree programs.

5. Develop a Faculty Ambassador Grant that provides a faculty member who travels overseas with a supplemental stipend to visit partner universities and research institutions, or to speak with alumni and prospective (undergraduate and graduate) students. This will also count as university service in academic personnel reviews.

6. Develop a protocol for establishing Faculty Exchange Programs with strategic partner institutions around the world.

7. Establish a series of high profile, competitive annual awards to recognize faculty achievement in a range of international activities, such as research, internationalizing educational programs, outstanding contributions in work with international students, and international service.

8. Develop a list of international partner institutions willing to support UC Davis faculty interested in spending a sabbatical abroad.

Increase support for international service and engagement

Global Affairs Seed Grant Recipient Professor Susan Williams researching with a colleague in Indonesia. *Photo by Jessica Abbott*

Tell the UC Davis International Story: Improve Communications and Visibility

It is important for all stakeholders to know that UC Davis is making important contributions to solving problems and improving lives and commerce in local communities, the nation, and around the world through its international engagement initiatives. We want them to know that UC Davis is attracting the best minds to California to study, do research, and contribute to campus dialogues about local and global issues.

Global Affairs must have a robust communications strategy to tell the UC Davis international story to our internal and external stakeholders and to achieve the ambitious agenda laid out in this strategic plan. Communications is the vehicle by which Global Affairs can promote its objectives and interact with an array of partners and constituents within UC Davis, across the UC system, and in regional, national, and international arenas.

To ensure our message reaches all constituents, we must begin by identifying target audiences, refining our communications content and venues, and then determining the most appropriate method to reach each cohort effectively. Our communications strategy must also assist the staff of Global Affairs to accomplish its mission to "inspire global curiosity, understanding, and engagement" with a communications infrastructure that supports their work.

To develop a brand identity and a strategic communications plan, Global Affairs will implement the following initiatives:

A. Appoint a Director of Communications for Global Affairs to oversee the development and implementation of an effective communications plan.

> UC Davis is making important contributions to solving problems and improving lives and commerce in local communities, the nation, and around the world

B. Collaborate with the Office of Strategic Communications to build a comprehensive branding, visual identity, and integrated marketing strategy and campaign for Global Affairs to maximize its visibility on- and off- campus as the leader of and resource for international engagement at UC Davis.

C. Identify the stakeholders and develop strategies to engage them, including the following:

1. UC Davis academic community: departments, schools, colleges, Academic Affairs, Student Affairs, Senate and Federation committees, faculty, staff, students, and alumni

2. University of California system: other UC campuses and Office of the President

3. Domestic and international partner and peer institutions

4. K-12 schools in local communities

5. City of Davis and adjacent communities

6. State and national government offices

7. Donors and foundations

8. Regional, national, and international partners in business and NGO sectors.

D. Tell the "UC Davis International Story" and advocate for the centrality of international engagement to the university's mission through a variety of print and digital media, including:

1. Video Spotlight Series featuring compelling stories in 60-90-second spotlight videos.

2. Spotlight Stories to highlight stories of faculty who are awarded Global Affairs Seed Grants for international collaborative research.

3. Social media stories and news features that promote all Global Affairs units.

4. An improved website strategy to reach a multitude of target audiences using a variety of platforms (e.g., mobile).

5. Explore "gamification" projects to promote intercultural awareness and understanding across campus communities.

Establishing a Solid Foundation to Ensure Success

A trained, capable, and fully-resourced Global Affairs staff is critical to the success of the Strategic Plan.

Global Affairs staff has specialized professional expertise in international education, which is a tremendous resource for UC Davis. Global Affairs must attract and retain an engaged, energized professional work-force with a sustainable workload that adheres to best practices and remains current on advances in the field. Improving Global Affairs internal communications infrastructure, developing methods to track progress, and building its fundraising capacity are all essential to the success of this Strategic Plan.

A. Foster Cohesion and Teamwork

1. Develop an orientation program for all new Global Affairs staff to ensure they understand Global Affairs' strategic priorities and their role in achieving them.

2. Assign a mentor to each new employee during the first year on the Global Affairs staff.

3. Promote transparency and efficiency by developing a Global Affairs organizational chart that delineates staff responsibilities for internal and external audiences.

> ...maximize visibility on and off campus as the leader of and resource for international engagement at UC Davis.

4. Create a monthly forum for Global Affairs staff and leadership to interact informally, to continue to build the team, discuss international education topics, and exchange perspectives and insights from professional conferences and interactions with partners on and off campus.

5. Host an annual staff retreat to review progress on implementing the Strategic Plan and address matters related to Global Affairs.

6. Establish a Professional Staff Development Committee to recommend models of staff development that provide every staff member an opportunity for international experience. The Committee will identify on- or off-campus experiences that fulfill the goals of the models, including incentives such as:

   • Periodic review of staff performance, rewarding excellence with merit increases.

   • Policies that promote staff recognition with award programs such as STAR and instant awards.

   • Development of a mechanism to advance the careers of staff in Global Affairs and across the university.

7. Review job classifications across the Global Affairs units to ensure the classifications are accurate reflections of responsibilities.

B. Ensure Global Affairs' Financial Security and Success of Strategic Plan

1. Develop a budget and fundraising plan to fully resource the initiatives outlined in this Strategic Plan, including a contingency to hedge on the inherent volatility of international projects.

2. Invest in the necessary staff support and administrative resources.

3. Conduct periodic and regularly scheduled workload reviews within the units to ensure that there is adequate staffing to handle the workflow and provide the highest level of service to UC Davis constituents.

4. Review implementation timelines on an annual basis to properly structure resource allocation, adjust fundraising priorities, and ensure projects have the greatest impact.

5. Assign a staff member to oversee fundraising for Global Affairs.

C. Improve Internal Communications Infrastructure, Protocols, and Policies

1. Identify and install on all workstations a standardized suite of IT and communication tools available through UC Davis to encourage collaboration and streamline communications.

2. Utilize a shared calendar system within Global Affairs to streamline scheduling and give staff access to events across all units.

3. Develop a protocol to ensure the management team is aware of major events and high-priority meetings well in advance with relevant briefing materials.

4. Organize communications workshops to ensure all Global Affairs staff are aware of and well-trained in the communications tools and programs available in Global Affairs and on campus.

5. Build a Global Affairs Intranet to facilitate internal communications and team building.

6. Process-map all communications to ensure all parties receive relevant information.
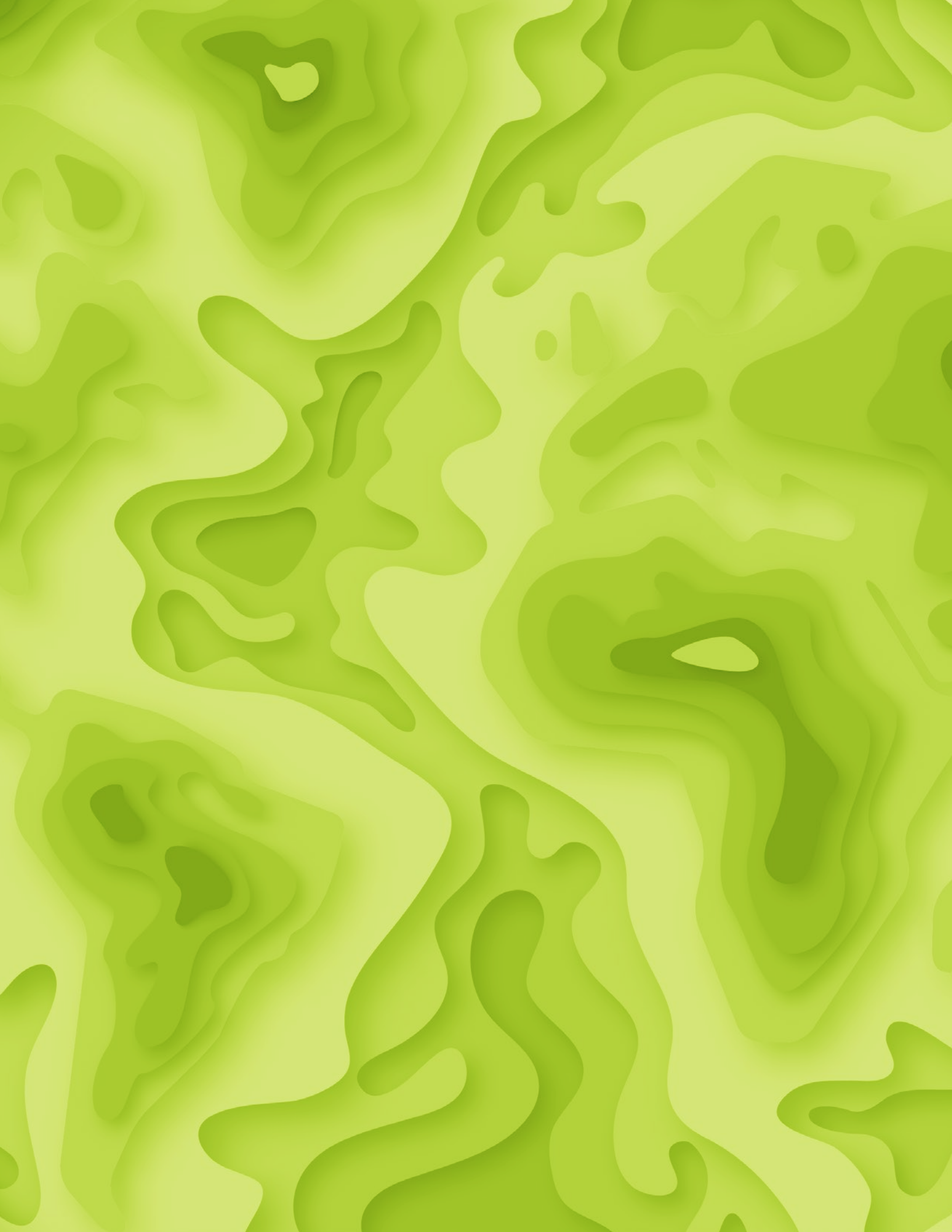
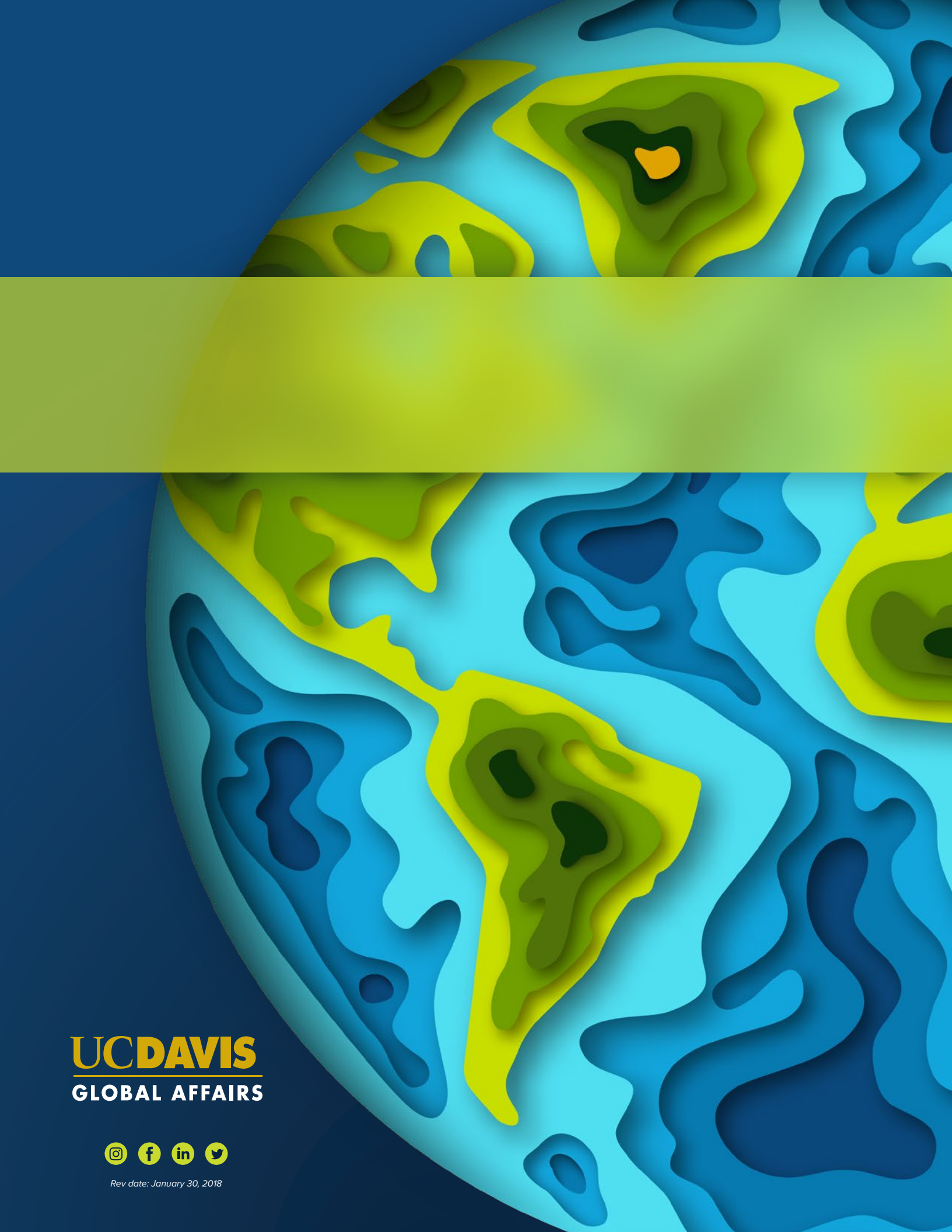Improve internal communications infrastructure, protocols, and policies.

Build a database to allow seamless sharing of important data...

7. Build an internal database that is integrated with the International Data Repository to allow seamless sharing of important data across Global Affairs units, such as study abroad participant data for fact sheets.

D. Monitoring and Evaluation Mechanism

1. Assign a staff member to monitor and evaluate international engagement activities by using a mixed-methods approach to tracking progress, with a focus on enhancing quality of efforts and continual program improvement.

2. Define desired outcomes that can be assessed by standard qualitative and quantitative learning tools; create specific measurable outcomes, indicators, and means of verification.

3. Create reporting templates to provide comparable longitudinal reports on type and number of programs and census of participants.

4. Develop a periodic "impact assessment" approach to examine the overall impact of internationalization at UC Davis and in broader communities.

5. Proactively publish learnings in relevant professional journals and an Annual Report to the UC Davis community.

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