GLOBAL UK

2021-2026

**A STRATEGIC PLAN FOR CAMPUS GLOBAL ENGAGEMENT**

UK International Center

GLOBAL UK

More than 100 years ago, the first president of the University of Kentucky, James Kennedy Patterson, recognized our potential to extend our impact beyond Kentucky's borders. He believed we had a responsibility to educate people from many different countries, to contribute to global research, to prepare our students to be informed citizens engaged in shaping the world. Today, our International Center upholds these values, and Global UK: A Strategic Plan for Campus Global Engagement, 2021-2026 is a testament to that commitment.
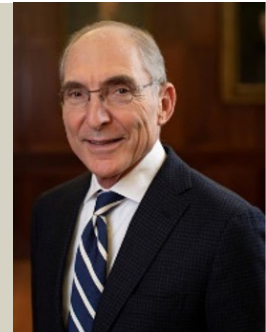
As the state's flagship, comprehensive, research-intensive university, we recognize that the Commonwealth we serve is highly globalized and that our state population is increasingly diverse. As we educate our students and prepare them for a modern, competitive workforce, we must impart global awareness and inter-cultural competencies, even if our graduates go on to build lives and careers right here in Kentucky.

Global UK: A Strategic Plan for Campus Global Engagement, 2021-2026, provides our International Center and our campus community a roadmap towards increasing, recognizing and celebrating the global dimensions of our mission as we work to advance Kentucky. I look forward to seeing the results of this ambitious plan.

-President Eli Capilouto

The five principles that serve as the foundation of our current institutional strategic plan—The UK PURPOSE (Plan for Unprecedented Research, Purposeful and Optimal Service and Education): The Strategic Plan to Advance Kentucky--can only be realized through the collective expertise and efforts of our faculty and staff. I am pleased to note that the faculty representatives on our campus-wide International Advisory Committee, together with the staff of our International Center, kept these core principles firmly in mind as they developed Global UK, a bold strategic plan to guide our campus's global engagement.

Global UK is an ambitious, student-centered plan, in pursuit of a lofty vision for the University of Kentucky—where a global mindset is integral to our teaching, research, service and operations; where diverse cultural perspectives are included and valued; and where global learning is broadly accessible. This is what the Commonwealth of Kentucky deserves from its great flagship, public research university.

-Acting Provost Robert DiPaola

Drafting a strategic plan in the midst of a pandemic was challenging, to be sure. But it also gave us a renewed sense of purpose. For COVID surely reminded us that events thousands of miles away can impact us, and that our fates are deeply intertwined with those in distant lands. The lessons for universities such as our own are still being learned, but there can be no doubt that the best universities of tomorrow -- the catalyzers of the most inspiring teaching, the hothouses for path-breaking research, and the engines of positive impacts on their communities -- will be globally engaged universities. With an awareness and understanding of global challenges, and an openness to global opportunities, the University of Kentucky will be a future-facing beacon for the Commonwealth of Kentucky. This is the promise that Global UK: Strategic Plan for Campus Global Engagement, 2021-2026 makes good on.

Global UK was drafted before the University of Kentucky's new Strategic Plan was finalized, but they are deeply coordinated. Aligned around prioritizing student success, affirming the value of diversity, inclusion, and equity, and committed to unlocking the potential for ingenuity, invention, and discovery, our work, guided by Global UK, will advance the strategic goals of the University of Kentucky.

In formulating the priorities and goals that structure Global UK, a broad range of people were involved. The UK International Center's Leadership Team were crucial thought leaders throughout the process with Miko McFarland and Tim Barnes, in particular, providing important direction during the formulation of the plan. We are especially grateful to the 46 members of the three Strategic Planning Working Groups who worked tirelessly during Spring 2021 to fine tune the Priorities and Goals. Each Working Group was led by two Co-Chairs who deserve special recognition for their contributions and leadership: Emily Bacchus (A&S); Beth Barnes (C&I); Jason Hope (UKIC); Nancy Johnson (B&E); Huajing Maske (UKIC); and Niamh Minion (UKIC). A complete list of contributors may be found in Acknowledgements (p. 23).

This planning effort has resulted in a clear road map that articulates how the University of Kentucky International Center will continue to inspire, support, and lead the transformation of the University of Kentucky into an ever more globally engaged public research university, dedicated to advancing Kentucky.

-Sue Roberts, Associate Provost for Internationalization

vision

We envision a University of Kentucky where a global mindset is integral to our teaching, research, service, and operations; where diverse cultural perspectives are included and valued; and where global learning is broadly accessible.

mission

Through our collective expertise and shared advocacy, the UK International Center cultivates and advances global learning, understanding, and connection by leading, supporting, and inspiring global engagement.

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PRIORITY I: Inspiring Global Learning & Discovery

Today's students need a global mindset to be ready to lead lives of meaning and purpose, because global perspectives are critical for success in today's interconnected, interdependent world. Students, faculty, and staff benefit from the chance to practice intercultural communication and by doing so contribute to making UK a more truly inclusive community. Research and creative scholarship, especially transdisciplinary efforts, are strengthened by global perspectives. We must infuse a global mindset throughout curricula and across the research enterprise.

The University of Kentucky International Center will inspire and support global learning and discovery for faculty, staff, students, the surrounding community, and the Commonwealth.

GOAL A: Global Awareness
Raise awareness on campus of what global learning is and of the value of global perspectives

GOAL B: Global Learning for All
Assure global learning opportunities are available to all UK community members and increase global learning opportunities for underrepresented UK community members

GOAL C: Intercultural Exchange and Inclusion
Enhance cultural exchange for students, faculty, and staff, including intentional encounters between domestic and international students, emphasizing cultural humility and intercultural competence

GOAL D: World Languages
Promote the importance of language proficiency within and beyond the curriculum

UK Strategic Plan Principles

- Putting Students First
- Taking Care of Our People
- Bringing Together Many People, One Community

PRIORITY I: Inspiring Global Learning & Discovery

GOAL E: Global Research and Discovery
Support research and scholarship activities with international collaborators or focused on non-U.S. regions, cultures, and/or transnational issues

GOAL F: Success Beyond the Baccalaureate
Foster international graduate/professional student and post-doc inclusion and success

GOAL G: Global Health
Expand global learning within the context of Global Health Initiatives

UK Strategic Plan Principles

- Inspiring Ingenuity
- Putting Students First
- Taking Care of Our People
- Bringing Together Many People, One Community

PRIORITY I: Inspiring Global Learning & Discovery

global awareness

GOAL A: Raise awareness on campus of what global learning is and of the value of global perspectives

1. Adopt a campus-wide definition of global learning and establish a Global Learning for All faculty working group to plan and implement actions in support of goals 1, 2, and 5, and to serve as a resource for faculty to enrich and infuse global topics into current and new courses on campus and abroad.

2. Facilitate the development of learning objectives that connect global learning to critical thinking and other skills valuable in career success.

3. Develop opportunities for faculty and staff to increase awareness of global learning and its value. Broaden inclusion of faculty and staff in programs like site visits and the Global Engagement Academy (GEA) and focus on reaching more individuals from underserved groups.

4. Build on the work done by UKIC and A&S in developing and implemening Diversity, Equity, and Inclusion (DEI) modules for international students and scholars; distribute across the colleges.

5. Emphasize global learning opportunities in Global Dynamics and other offerings within UK Core. Convene Global Dynamics instructors to reflect on critical thinking skills in global learning and facilitate development of specific learning modules or activities.

global learning for all

GOAL B: Assure global learning opportunities are available to all UK community members and increase global learning opportunities for underrepresented UK community members

1. Increase the number of underrepresented students participating in Education Abroad programs. Identify student populations underrepresented in education abroad. Develop a plan and intentional support structure to increase accessibility to education abroad experiences for those from underrepresented groups.

2. Develop study away offerings that allow cross-cultural learning by international and domestic students.

3. Identify key academic departments with high enrollment/high demand to develop and offer EA programs that fulfill UK Core.

4. Develop a Global Learning and Discovery pathway for students using the BBNvolved platform where participants can earn a badge and other recognition. Consider other badging opportunities for students to enhance global learning.

5. Increase engagement with global activities in a student's first year in order to foster a long-term connection to global learning.

6. Work with faculty interest and affinity groups, together with CELT, colleges, and departments to increase the number of globally connected (COIL) modules.

intercultural exchange and inclusion

GOAL C: Enhance cultural exchange for students, faculty, and staff, including intentional encounters between domestic and international students, emphasizing cultural humility and intercultural competence

1. Develop structured opportunities for international students and domestic students to engage in meaningful interactions by collaborating with the Office of Student Activities and Organizations to support and encourage student groups to implement exciting intercultural student programming.

2. Continue to support and grow the International Village Learning Program and related opportunities for intercultural exchange between students.

3. Integrate intercultural exchange in the university's DEI priorities and programming.

world languages

GOAL D: Promote the importance of language proficiency within and beyond the curriculum

1. Partner with language learning departments to emphasize language learning as a component of intercultural competency, by offering short language courses, special programs, badges, and other opportunities for students, including education abroad participants and staff.

2. Emphasize language learning as a component of intercultural competency.

global research and discovery

GOAL E: Support research and scholarship activities with international collaborators or focused on non-U.S. regions, cultures, and/or transnational issues

1. Leverage the emerging UK Global Footprint project to facilitate better information sharing about existing global research activities at UK; encourage faculty to create global engagement profiles, opt into region or global issue focused affinity groups, etc.

2. Assess best practices among UK domestic benchmark universities and highly regarded research universities abroad that facilitate, support, incentivize, and recognize international collaborative research.

3. Promote the Fulbright Scholar program (outgoing and incoming), as well as the Fulbright Student program and other prestigious awards that support global research activities among students, faculty, and staff.

4. Encourage and facilitate short-term visiting scholar programs.

5. Support and expand the visibility of the existing Society of Postdoc Scholars' postdoc research fair and other initiatives to highlight the work of international graduate students and postdocs.

success beyond the baccalaureate

GOAL F: Foster international graduate/professional student and postdoc inclusion and success

1. Expand and develop curriculum-based internships, practica, etc., as appropriate and allowable for international graduate students under U.S. immigration rules, working with key colleges and departments.

2. Expand GradCATS (Graduate Community and Academic Transition Series) to foster a vibrant community of international graduate students and ensure broad engagement across the colleges and academic units.

3. Advocate for a Graduate Student and Postdoc Ombud and work to create a culture of positive mentoring, especially significant for international graduate students and scholars.

global health

GOAL G: Expand global learning within the context of Global Health Initiatives

1. Increase engagement in interprofessional global health activities by faculty, staff, students, and the professional community.

2. Explore transdisciplinary global health themes to identify opportunities to convene stakeholders across UK colleges, UK Healthcare, and relevant community partners around a signature issue.

3. Create awareness of the significance of global health issues and their impact on Kentucky.

4. Continue to develop and publicize a range of regular programming focusing on global health.

5. Identify potential global health grant/funding opportunities and potential international partners.

6. Develop forums for idea sharing and development of global health education, research, and service.

PRIORITY II: Fostering a Globally Engaged Kentucky

UK is home to a rich diversity of experiences and perspectives, and the Commonwealth of Kentucky is deeply embedded in global networks. To become a more welcoming campus, and to support a thriving, more globally aware, diverse, and inclusive Commonwealth, we must make meaningful connections with local businesses and organizations, and with our alumni.

The University of Kentucky International Center will collaborate widely to enhance community engagement on campus and beyond that supports and advances global engagement.

GOAL A: A Welcoming Campus
Advocate for campus spaces that welcome community members and reflect our values of internationalization, diversity, and inclusion

UK Strategic Plan Principles

- Putting Students First
- Bringing Together Many People, One Community

GOAL B: Local and Global Connection
Foster reciprocal intercultural engagement and global learning among UK community members, neighbors, and other partners within Kentucky and beyond, working towards global awareness and understanding

UK Strategic Plan Principles

- Putting Students First
- Bringing Together Many People, One Community

GOAL C: Development and Fundraising
To advance internationalization and support students, develop a fundraising strategy to enhance scholarships and programming

UK Strategic Plan Principles

- Putting Students First
- Bringing Together Many People, One Community
- Ensuring greater trust and transparency

a welcoming campus

GOAL A: Advocate for campus spaces that welcome community members and reflect our values of internationalization, diversity, and inclusion

1. Advocate for international perspectives in campus planning for physical and digital spaces (banners, art, digital signage, etc.), including through participation in campus DEI committees.
2. Consult with Visitors Center about how to assist with welcoming visitors whose first language is not English. Collaborate on creating multilingual resources.
3. Continue to support/expand visibility of international festivals and events on campus.

local and global connections

GOAL B: Foster reciprocal intercultural engagement and global learning among UK community members, neighbors, and other partners within Kentucky and beyond, working towards global awareness and understanding

1. Assess UKIC's existing community partnerships, including with the International Hospitality Program, the KY Fulbright Association, KY Peace Corps Association, to identify opportunities for impactful community engagement through campus and off-campus events.
2. Develop strategies to engage local businesses and organizations regarding the benefits of hiring international students, including as interns, and provide resources explaining relevant immigration rules.
3. Connect UK students with local businesses and organizations to build a portfolio of internships, volunteering, and service-learning opportunities with internationally focused organizations in Lexington and the region.
4. Identify opportunities to connect with local and regional high schools to raise global awareness and showcase UK as a diverse and globally engaged university. Involve UKIC staff, international students, and EA participants in presentations and other enrichment programs (such as tutoring) in schools and on the UK campus.

development and fundraising

GOAL C: To advance internationalization and support students, develop a fundraising strategy to enhance scholarships and programming

1. Consult with UK Philanthropy to develop a case statement or statements and other materials, along with a strategy to engage college development officers, UK Philanthropy administration, and others, including local community.

2. Engage international UK Alumni via in-person and virtual events.

3. Develop and implement a plan for creating and supporting sustainable UK alumni chapters throughout the world and connecting them to UK.

4. Establish regular communication to increase belonging among international alumni inside and outside the U.S., and to engage them.

PRIORITY III: Creating a UK Global Hub

To serve the Commonwealth, the University of Kentucky must be even more globally engaged. We need to identify and leverage our existing strengths, exploit opportunities, and better position the University of Kentucky as a dynamic public land-grant research university in an ever more competitive global higher education landscape. The UK International Center will be the central campus hub to catalyze and support global engagement.

The University of Kentucky International Center will serve as the central campus resource for promoting, facilitating, and supporting global activities in teaching, research, engagement, and operations.

GOAL A: Campus Hub
Maximize the effectiveness of dedicated UKIC spaces in Bradley Hall, Lucille Little Library, and the Gatton Student Center to promote campus internationalization, global learning, and intercultural communication among students, faculty, staff, and community

UK Strategic Plan Principles

- Putting Students First
- Taking Care of Our People
- Bringing Together Many People, One Community

GOAL B: Data Hub
Develop and expand the UK Global Footprint initiative to support and advance campus internationalization

UK Strategic Plan Principles

- Inspiring Ingenuity
- Ensuring Greater Trust and Transparency

GOAL C: Global Operations Hub
Support and advance campus internationalization by developing global operations support infrastructure across the university

UK Strategic Plan Principles

- Taking Care of Our People
- Ensuring Greater Trust and Transparency

GOAL D: International Recruitment Hub

Effectively market the University of Kentucky as a destination for an increased and more diverse international student population through coordinated international student recruitment efforts across campus

UK Strategic Plan Principles

- Putting Students First
- Bringing Together Many People, One Community

PRIORITY III: Creating a UK Global Hub

campus hub

GOAL A: Maximize the effectiveness of dedicated UKIC spaces in Bradley Hall, Lucille C. Little Library, and the Gatton Student Center to promote campus internationalization, global learning, and intercultural communication among students, faculty, staff, and community

1. Create welcoming and effective global engagement spaces for students by coordinating staffing and communication plans for all UKIC spaces.
2. Enhance engagement between UKIC, academic departments, student organizations, and others, to use UKIC spaces. (see also I.C.1 and I.C.2)
3. Leverage physical spaces and digital signage for internationally focused marketing and outreach.

data hub

GOAL B: Develop and expand the UK Global Footprint initiative to support and advance campus internationalization

1. Conduct an inventory of internationally focused web pages across the colleges and research centers. Develop a central website that links users to these resources, identifies existing globally focused resources across campus, and directs faculty, staff, and students toward a range of relevant global engagement programs, including internships, service-learning, and research opportunities, with links to key campus resources.
2. Facilitate data sharing between various administrative units, as part of the UK Global Footprint Initiative, to create a comprehensive dashboard of international agreements and contracts entered into on behalf of the University of Kentucky. Develop communication mechanism and flow of information from all units to central repository. Develop a dashboard that can be accessed and used to generate institution-level reports of global operations/business transactions to facilitate compliance.

3. Develop a web-interface to bring together existing and new information in one central self-service location. Develop a plan for sustainability to ensure data are updated. Develop a communication strategy to promote the use of UK Global Footprint resources.

4. Develop a process to collect data from faculty and researchers on their global research collaborations, experience, and expertise and assess how these might be leveraged for broader impact. Provide a mechanism for faculty, staff, and students with allied interests in specific world regions, countries, and cultures, or in specific transnational issues, topics, and challenges, to self-identify and come together in affinity networks and to initiate inter and multi-disciplinary projects. Support affinity groups by developing websites, publications, events, and resources.

global operations hub

GOAL C: Support and advance campus internationalization by developing global operations support infrastructure across the university

1. Advocate for a concierge (single-point-of-contact) model for global operations inquiries, so that units across the university have one 'go to' website within the UKIC to field and refer all internationally related business/HR/financial/operational questions.

2. Develop business operations networks and communities of practice for internationalization; identify key positions within colleges and administrative units with international operations expertise; build consistent and sustainable information sharing structures, including forums to share expertise and additional training for staff.

3. Conduct a policy gap/needs assessment, partnering with colleges and units to understand what institutional policies related to global operations may need to be developed, updated or changed to streamline operations, with the goal of decreasing bureaucratic burden and increasing institutional compliance and coordination.

international recruitment hub

GOAL D: Effectively market the University of Kentucky as a destination for an increased and more diverse international student population through expanded global outreach and coordinated international student recruitment efforts across campus

1. Increase the annual growth in number and diversity of international undergraduate applicants by: recruiting from an increasingly diverse pool of countries; leveraging the International Student Ambassador program to recruit and yield applicants from underrepresented countries; building a network of secondary school partners and EducationUSA centers in secondary and tertiary markets.

2. Expand numbers and types of partnerships articulation agreements (2+2, 3+2, etc.) that facilitate matriculation of diverse international undergraduate transfer students to UK.

3. Coordinate UK's international recruitment efforts by: building an on-campus international student recruitment network; organizing recurring monthly meetings of this network to share and discuss all things related to international recruitment; creating an international recruitment listserv that is used to share timely information and encourage ongoing discussion and updates with network members; developing a recruitment calendar to coordinate recruitment trips, virtual recruitment activities, etc., for maximum impact; and building on the newly established China focus group across campus units to develop and pursue a coordinated recruitment strategy in China.

4. Advocate for enhanced access to scholarships and other financial assistance for international students, based on academic merit, diversity, and financial need, to contribute to a more diverse student population, thereby advancing institutional goals around diversity, equity, and inclusion.

Institutional Alignment

Developing and refining Global UK: A Strategic Plan for Campus Global Engagement, 2021-2026 coincided with a campus-wide initiative to craft The UK-PURPOSE: the Strategic Plan to Advance Kentucky, 2021, the institutional strategic planning document that will guide the University of Kentucky over the next five years. Mindful that our vision for a globally engaged University of, for, and with Kentucky—and our strategies to realize that vision—must be founded upon overall institutional principles and support the university's goals and priorities, Global UK is very much aligned with UK-PURPOSE. The table below lists the five foundational principles and supporting objectives outlined in the university's strategic plan, and maps the priorities, goals, and actions included in Global UK that support the various principles and contribute towards their objectives.

The UK-PURPOSE The Strategic Plan to Advance Kentucky	Global UK Strategic Plan for Campus Global Engagement
Principle 1: Putting Students First	
SF1: Expand on the existing foundation of a focused, intentional, purpose-driven curricular and co/extra-curricular experience with state-wide and global relevance, led and fostered by faculty and staff excellence.	Priority I, Goal A: 1, 2, 3, 6, 7 Priority I, Goal B: 1, 2, 3, 4, 5 Priority I, Goal C: 1, 2, 3, 4 Priority I, Goal D: 2 Priority I, Goal F: 1, 2 Priority I, Goal G: 1, 6 Priority II, Goal B: 2, 3
SF2: Further utilize the distinctive attribute of an academic medical center and full range of academic colleges and offerings to further develop efforts to enhance holistic student well-being as part of a comprehensive approach to support for our community, in connection with activities within the principle "Taking Care of Our People."	Priority I, Goal G: 1, 2, 3, 4, 5, 6
SF3: Enhance our smart enrollment plan for the economic growth, workforce and societal development of the Commonwealth—in alignment with CPE's stated goals around educational attainment—that reflects the diverse, interdependent and complex world our students will enter.	Priority I, Goal A: 2, 3 Priority III, Goal D: 1, 2, 3
SF4: Enhance and engage in a student-first ethos that inclusively embraces all students (e.g., full-time, part-time, transfer, non-traditional, international, etc.) utilizing an equity mindedness lens.	Priority I, Goal B: 1, 2, 4, 5 Priority I, Goal C: 1, 2, 3, 4 Priority I, Goal D: 2 Priority I, Goal F: 1, 2 Priority II, Goal A: 1, 2, 3

Institutional Alignment

The UK-PURPOSE The Strategic Plan to Advance Kentucky	Global UK Strategic Plan for Campus Global Engagement
Principle 2: Taking Care of Our People (OP)	
OP1: Enhance the highest levels of holistic wellness for faculty, staff and students by expanding comprehensive, integrated structures to support working and learning environments where all may flourish and thrive.	Priority I, Goal F: 3
OP2: Advance further our transformational culture and environment where students, faculty and staff are enabled and inspired to flourish and thrive by experiencing meaning and engagement in work and learning.	Priority I, Goal C: 1, 2, 3, 4 Priority I, Goal E: 5 Priority I, Goal F: 1, 2 Priority I, Goal G: 1
OP3: Create a healthier Kentucky for a more diverse and better prepared workforce for tomorrow, in coordination with "Putting Students First" and "Inspiring Ingenuity" principles.	Priority I, Goal G: 3, 4
OP4: Expand and enhance the land-grant engagement mission to include the entire campus community and leverage community-based resources to accelerate health, workforce and economic development across the Commonwealth.	Priority I, Goal G: 3, 4 Priority II, Goal B: 1, 2, 4
Principle 3: Inspiring Ingenuity (II)	
II1: Build upon our strengths in research and creative work to address a broader range of local, national and global challenges, the solutions to which will attract prosperity and well-being to Kentucky and its citizens.	Priority I, Goal E: 1, 3, 4, 5 Priority I, Goal F: 2, 3 Priority I, Goal G: 2, 5, 6 Priority III, Goal B: 4
II2: Advance a culture of innovation in research, teaching and creative work that integrates disciplines and/or fields of study to address local, national and international challenges.	Priority I, Goal E: 1, 3, 4, 5 Priority I, Goal F: 1, 2, 3 Priority I, Goal G: 2, 4, 5, 6 Priority III, Goal B: 4 Priority III, Goal C: 1, 2, 3
II3: Promote an agile research and creativity ecosystem that supports impactful, self-sustaining and efficient research addressing present and future challenges facing our local, national and global communities.	Priority I, Goal E: 1, 3, 4, 5 Priority I, Goal F: 1, 2, 3 Priority I, Goal G: 2, 4, 5, 6 Priority III, Goal B: 4 Priority III, Goal C: 1, 2, 3

Institutional Alignment

The UK-PURPOSE The Strategic Plan to Advance Kentucky	Global UK Strategic Plan for Campus Global Engagement
Principle 4: Ensuring Greater Trust, Transparency and Accountability (TTA)	
TTA1: To ensure a more responsive institution that can timely adapt when necessary or during challenges, assess language and application of university guidance and policies to better structure and define roles with respect to the bedrock principle of shared governance among faculty, students, staff and administrators.	Priority III, Goal C: 1, 2, 3
TTA2: Empower effective decision-making at administrative, unit, departmental and college levels by utilizing resource-based budgeting approaches in a transparent fashion necessary to support the university's mission in alignment with the Strategic Plan and institutional values.	Priority II, Goal C: 1, 2, 3
TTA3: Strengthen and expand orientation and training across all levels to promote compliance with university standards and processes through programs grounded in UK's institutional values, goals and objectives.	Priority III, Goal C: 1, 2, 3
TTA4: Develop additional programs and approaches to engaging, resonant communication with both internal and external audiences.	Priority III, Goal B: 2, 3
Principle 5: Bringing Together Many People, One Community (PC)	
PC1: To broadly demonstrate and communicate the value of diversity of the UK campus to the Commonwealth of Kentucky and to the global community to create more interaction and involvement between campus and communities on DEI matters.	Priority II, Goal A: 1, 2, 3 Priority II, Goal B: 1, 2, 3, 4 Priority III, Goal A: 1, 2, 3
PC2: Further recruit and retain diverse populations (students, faculty, staff) within all units on campus.	Priority III, Goal D: 1, 2, 3
PC3: To create greater and direct partnerships between the university and communities throughout the Commonwealth on DEI-related matters.	Priority II, Goal A: 1, 2, 3 Priority II, Goal B: 1, 2, 3, 4
PC4: To model and provide a hospitable, safe and inclusive environment acknowledging our past and creating opportunities for the free and open exchange of ideas to all people of the Commonwealth, the U.S., and the world.	Priority II, Goal A: 1, 2, 3 Priority II, Goal B: 1, 2, 3, 4 Priority III, Goal D: 1, 2, 3

Metrics & Timelines

PRIORITY I: INSPIRING GLOBAL LEARNING & DISCOVERY

Goal A: Raise awareness on campus of what global learning is and of the value of global perspectives

1.   Adopt a campus-wide definition of global learning and establish a Global Learning for All faculty working group to plan and implement actions in support of goals 1, 2, and 5, and to serve as a resource for faculty to enrich and infuse global topics into current and new courses on campus and abroad.
UKIC Lead Unit: Associate Provost for Internationalization
Collaborating Units: IAC, University Senate
Timeline: Spring 2022, establish a workgroup; create a formal proposal/white paper to submit to the Provost and Senate; develop and implement strategic communication plan to introduce new definition.
Metrics: UK will have a campus-wide definition of global learning to guide the university's approach to teaching, service and research; number of campus presentations introducing global learning to stakeholders (e.g., senate); number of campus communications (e.g., UKNow) on Global Learning; presence of global learning definition and resources on UKIC web pages; number of speakers or events on global learning.

2.   Facilitate the development of learning objectives that connect global learning to critical thinking and other skills valuable in career success.
UKIC Lead Unit: Associate Provost for Internationalization
Collaborating Units: GHI, ISSS, IEM, EAC, SDS (Career Center), departments, faculty, CELT
Timeline: Fall 2022, establish sub-working group to define learning outcomes including representatives from EA, Career Center, EAC, Global Learning faculty working group, CELT; define 5 global learning outcomes and resume-building strategies; create a proposal outlining new learning outcomes to be reviewed and adopted by Faculty Senate; Nov – Dec 2022, share new learning outcomes with Provost and Deans; Spring 2023, include newly adopted objectives, activities and assessments related to developing critical thinking skills and cultural engagement tied to global learning and workforce readiness in their education program into Education Abroad course – EAP 599; encourage and facilitate faculty and staff members developing faculty-directed education abroad programs to include objectives, activities and assessments related to developing critical thinking skills and cultural engagement tied to global learning and workforce readiness in their education abroad program. Summer 2023, develop a grant program to incentivize the incorporation of these learning outcomes in faculty-directed programs.

Metrics & Timelines

Metrics: UK will have 3-5 global learning outcomes that are career-focused and can be incorporated into the classroom and into experiential education opportunities.

3. Develop opportunities for faculty and staff to increase awareness of global learning and its value. Broaden inclusion of faculty and staff in programs like site visits and the Global Engagement Academy (GEA), and focus on reaching more individuals from underserved groups.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: OID, OIEEO, Graduate School, academic advisors, others
Timeline: Ongoing
Metrics: number of participants in GEA; number of faculty and staff earning GEA Certificate; number of faculty and staff engaged in site visits from underserved groups; participation in co-leadership by international faculty and staff in GEA program.

4. Build on the work done by UKIC and A&S in developing and implementing Diversity, Equity, and Inclusion (DEI) modules for international students and scholars; distribute across the colleges.
UKIC Lead Units: International Student and Scholar Services, Office of China Initiatives
Collaborating Units: A&S, OID, college DEI offices
Timeline: Ongoing
Metrics: number of DEI modules created; number of engagements with the modules; number of participants attending the modules; number of colleges involved; number of DEI related campus-wide speaker events.

5. Emphasize global learning opportunities in Global Dynamics and other offerings within UK Core. Convene Global Dynamics instructors to reflect on critical thinking skills in global learning and facilitate development of specific learning modules or activities.
UKIC Lead Units: Associate Provost for Internationalization
Collaborating Units: IAC, EAC, colleges & departmental leadership
Timeline: Spring 2022, gather data, materials; AY 2022-2023, develop modules; AY 2023-2024, implement and assess.
Metrics: number of instructors engaged.

Metrics & Timelines

Goal B: Assure global learning opportunities are available to all UK community members and increase global learning opportunities for underrepresented UK community members

1.   Increase the number of underrepresented students participating in EA programs. Identify student populations underrepresented in education abroad. Develop a plan and intentional support structure to increase accessibility to education abroad experiences for those from underrepresented groups.
UKIC Lead Unit: Education Abroad and Exchanges
Collaborating Units: OID, IRADS, EM, SDS (First Gen), others
Timeline: 2022, meet with VP for Institutional Diversity and VP for Student Success to discuss education abroad and identify priority student groups who are traditionally underrepresented in education abroad enrollment; 2022, work with OID and IRADS to Identify undergraduate majors with high percentages of underrepresented students; 2022, work with UK EM to shift ISA Diversity Scholarship to UK recruiters to target and retain prospective students who are high achieving and from diverse backgrounds; 2023, develop a scholarship program for a cohort of students from diverse backgrounds with high financial need, similar to CU Boulder's GO Scholarship; 2023, coordinate and lead an organized site visit for UK staff and faculty who are involved with Student Success and OID and diversity initiatives; 2021–2025, develop strategic education abroad and study away programs, in collaboration with faculty and staff from AAAS, CIBS, Student Success and OID areas, to target students who are BIPOC, First Gen and Pell Grant.
Metric: The percentage of underrepresented students who participate in education abroad aligns with the percentage of students represented in UK's total student population; number of global learning experiences open to underrepresented students; number of underrepresented students participating in global learning experiences; number of underrepresented students participating in EA programs.

2.   Develop study away offerings that allow cross-cultural learning by international and domestic students.
UKIC Lead Unit: Education Abroad and Exchanges
Collaborating Units: ISSS, faculty, OCI
Timeline: Ongoing
Metrics: number of study away offerings (including spring break offerings) aimed at cross-cultural learning with 50% participation international students and 50% domestic students.

Metrics & Timelines

3. Identify key academic departments with high enrollment and/or high demand to develop and offer EA programs that fulfill UK Core.
UKIC Lead Unit: Education Abroad and Exchanges
Collaborating Units: IRADS, UK Core Education Committee, Assoc Deans, DUSs, advisors
Timeline: 2022, work with UK Core Education Committee and IRADS to identify UK core courses with highest enrollments at UK (not being transferred in via AP/dual credit); 2022, partner with targeted academic departments (Assoc Deans, DUSs, advisors, faculty) to create programs offering high enrollment UK core courses; 2022, work with targeted departments to ensure curricular matching and course equivalencies for the identified education abroad programs that offer UK core.
Metrics: Summer 2023, 2-3 EA programs focused on fulfilling UK Core requirements; Summer 2024, 4-5 EA programs focused on fulfilling UK Core requirements.

4. Develop a Global Learning & Discovery pathway for students using the BBNvolved platform where participants can earn a badge or other recognition. Consider other badging opportunities for students to enhance global learning.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: DOS (Student Organizations & Activities)
Timeline: Spring 2022, conduct feasibility study, planning for launch AY 2022-2023
Metrics: number of Global Learning & Discovery tagged events offered; number of students attending Global Learning & Discovery tagged events; number of students earning badge.

5. Increase engagement with global activities in a student's first year in order to foster a long-term connection to global learning.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: EA, EM (First Year Exp), LLPs, SDS (First Gen), others
Timeline: Spring 2022, plan; AY 2022-2023, launch; AY 2023-2024, assess and refine.
Metrics: number of Global Learning & Discovery tagged events offered; number of first-year students attending Global Learning & Discovery tagged events; percentage of first-year cohort who engage in global learning activities prior to graduation.

6. Work with faculty interest and affinity groups, together with CELT, colleges, and departments to increase the number of globally connected (COIL) modules offered in UK courses.
UKIC Lead Unit: Associate Provost for Internationalization
Collaborating Units: CELT, departments, faculty
Timeline: Spring 2022, plan; AY 2022-2023, launch; AY 2023-2024, assess and refine.
Metrics: number of COIL type activities

Metrics & Timelines

Goal C: Enhance cultural exchange for students, faculty, and staff, including intentional encounters between domestic and international students, emphasizing cultural humility and intercultural competence

1.   Develop structured opportunities for international students and domestic students to engage in meaningful interactions by collaborating with the Office of Student Activities and Organizations to support and encourage student groups to implement exciting intercultural student programming.
UKIC Lead Units: International Student and Scholar Services, Office of China Initiatives
Collaborating Units: DOS (Student Organizations & Activities), OID
Timeline: Ongoing; AY 2022-2023, create a baseline of funding sources and budget; AY 2023-2024, implement programs.
Metrics: number of different student organizations collaborating with ISSS and OCI to organize programs; number of participants and demographics (domestic/international) of participants; number of returning participants to events and activities; satisfaction via exit surveys; UKIC will host two events per semester aimed at fostering intercultural understanding between U.S. students and international students.
2.   Continue to support and grow the International Village Living Learning Program and related opportunities for intercultural exchange between students.
UKIC Lead Units: International Student and Scholar Services, Office of China Initiatives
Collaborating Units: A&S, EA, EM, DOS (Res Life)
Timeline: Ongoing
Metrics: number of IV students who participate in Education Abroad; number of events connecting IV students to IV alumni; number of international students in IV; number of domestic students in IV; number of domestic non-IV residents participating in IV activities; number of international non-IV residents participating in IV activities.

3.   Integrate intercultural exchange in the university's DEI priorities and programming.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: OID, college diversity offices, UK PR
Timeline: Ongoing
Metrics: number of references to intercultural exchange and programming in UK DEI web materials; number of collaborations between UKIC and groups such as the Office of Diversity and Inclusion, MLK Center, LGBTQ Resource Center, etc., to develop intercultural programs in support of DEI priorities.

Metrics & Timelines

Goal D: Promote the importance of language proficiency within and beyond the curriculum

1.   Partner with language learning departments to emphasize language learning as component of intercultural competency, by offering short language courses, special programs, badges and other opportunities for students, including education abroad participants, and staff.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: ISSS, OCI, A&S language departments, UK Badging Committee
Timeline: AY 2022-2023, begin discussions with MCLL&C and Hispanic Studies
Metrics: number of non-English language film showings and open events in languages other than English on campus; number of students taking UKIC-offered language tutoring; percentage of students enrolled in Chinese language classes taking OCI-offered language tutoring; number of hours of Chinese tutoring sessions offered; number of students participating in OCI's language-related events ; number of students supported by OCI to participate in language competitions; number of students supported by OCI to participate in intensive Chinese learning in China; number of scholarship and/or funds/travel grants from OCI to support students studying Chinese; number of faculty OCI supported to participate in world language-related conferences; number of HSK tests administered; number of HSK test takers; number of ICTC test takers.

2.   Emphasize language learning as a component of intercultural competency.
UKIC Lead Unit: Leadership Team
Collaborating Units: UK language departments (MCLL&C and Hispanic Studies)
Timeline: Ongoing
Metrics: number of students learning a second language at UK; number of scholarships to support language learning.

Goal E: Support research and scholarship activities with international collaborators or focused on non-U.S. regions, cultures, and/or transnational issues

1.   Leverage the emerging UK Global Footprint project to facilitate better information sharing about existing global research activities at UK, encouraging faculty to create global engagement profiles, opt into region or global issue focused affinity groups, etc.
UKIC Lead Unit: International Partnerships and Research
Collaborating Units: VPR, IRAA, IAC, ADRs

Metrics & Timelines

Timeline: AY 2021-2022, develop Faculty Global Engagement and Expertise Survey and deploy to select test groups (IAC, relevant departments, etc.), refine survey based on test group feedback; AY 2022-2023, deploy refined Faculty Global Engagement and Expertise Survey broadly across campus, analyze results and clean data for inclusion in Global Footprint website/portal, generate data visualizations and "faculty global engagement and expertise profiles" to integrate and display results of Faculty Global Engagement and Expertise Survey in the Global Footprint website/portal

Metrics: 10 (or more) unique faculty survey responses by close of AY 2021-22; 20 (or more) unique faculty survey responses by close of CY 2022; publication of 50 (or more) faculty global engagement profiles by close of AY 2023-2024; website analytics measuring engagement with faculty global engagement profiles: 15-20% annual increase in key performance indicators (views, interactions, etc.) from baseline in AY 2023-2024.

2. Assess best practices among UK domestic benchmark universities and highly regarded research universities abroad that facilitate, support, incentivize, and recognize international collaborative research.
UKIC Lead Unit: International Partnerships and Research
Collaborating Units: VPR, IRAA, IAC, ADRs
Timeline: AY 2021-2022, canvas counterparts in SEC and designated UK benchmark institutions regarding infrastructure and institutional funding mechanisms to support international research collaborations
Metrics: number of peer institutions surveyed.

3. Promote the Fulbright Scholar program (outgoing and incoming), as well as the Fulbright Student program and other prestigious awards that support global research activities among faculty, students, and staff.
UKIC Lead Unit: International Partnerships and Research
Collaborating Units: ISSS, NCA
Timeline: Ongoing
Metrics: number of Fulbright Scholar information sessions held each academic year (at least 2); number of Fulbright Student information sessions held each academic year (at least 2); number of participants attending information sessions; number of promotional emails sent out in support of Fulbright Scholar program; number of UK Faculty Fulbright Scholar awardees; number of UK faculty Fulbright Scholar applicants; number of UK Student Fulbright awardees; number of UK student Fulbright applicants; number of visiting Fulbright Scholars; number of incoming Fulbright students.

Metrics & Timelines

4.   Encourage and facilitate short-term visiting scholar programs.
UKIC Lead Units: International Partnerships and Research, International Student and Scholar Services
Collaborating Units: ISSS, NCA, UK Housing
Timeline: Ongoing
Metrics: number of UKIC-hosted faculty and student professional development and research programs; number of visiting Fulbright Scholars.
5.   Support and expand the visibility of the existing Society of Postdoc Scholars' postdoc research fair and other initiatives to highlight the work of international graduate students and postdocs.
UKIC Lead Unit: International Student and Scholar Services
Collaborating Units: IPR, SOPS, ADRs, Graduate School
Timeline: Ongoing
Metrics: increase the number of relevant events sponsored or co-sponsored by UKIC annually (currently one per year).

Goal F: Foster international graduate/professional student and post-doc inclusion and success

1.   Expand and develop curriculum-based internships, practica, etc., as appropriate and allowable for international graduate students under U.S. Immigration rules, working with key colleges and departments.
UKIC Lead Units: International Student and Scholar Services
Collaborating Units: OCI, IAC, Associate Deans, DGSs
Timeline: Ongoing
Metrics: number of new internship courses or other opportunities embedded in the curriculum of majors with largest numbers of international students; number of new internships and practica developed; number of international graduate student internship participants; number of colleges and departments that offer these internships and practica.

2.   Expand GradCATS (Graduate Community and Academic Transition Series) to foster a vibrant community of international graduate students and ensure broad engagement across colleges and academic units.
UKIC Lead Units: International Student and Scholar Services
Collaborating Units: Graduate School
Timeline: Ongoing

Metrics & Timelines

Metrics: number of prospective international graduate students who participate in program and matriculate.; number of departments who participate in GradCATS; number of international graduate student specific events and activities per year; number of international graduate students participating in the events; satisfaction of the international graduate students participating in the events.

3.   Advocate for a Graduate Student and Postdoc Ombud and work to create a culture of positive mentoring, especially significant for international graduate students and scholars.
UKIC Lead Units: International Student and Scholar Services
Collaborating Units: Graduate Council, Graduate Student Council, Graduate School, Office of Faculty Advancement, VPR, Ombud
Timeline: Spring 2022
Metrics: assess need and support, through surveys, for creating a Graduate Student and Postdoc Ombud; identify processes for approval and securing funding.

Goal G: Expand global learning within the context of Global Health Initiatives

1.   Increase engagement in interprofessional global health activities by faculty, staff, students, and the professional community.
UKIC Lead Units: Global Health Initiatives
Collaborating Units: Center for Interprofessional Health Education, colleges
Timeline: Ongoing
Metrics: number of interprofessional global health activities; number of participants in interprofessional global health activities; number of programs represented in global health activities; track evaluation trends for global health activities.

2.   Explore transdisciplinary global health themes to identify opportunities to convene stakeholders across UK colleges, UK Healthcare, and relevant community partners around a signature issue.
UKIC Lead Units: Global Health Initiatives
Collaborating Units: Colleges, UKHC, research units
Timeline: December 2022
Metrics: number of transdisciplinary themes identified; exploratory workgroups convened; signature issue(s) identified.

3.   Create awareness of the significance of global health issues and their impact on Kentucky.
UKIC Lead Units: Global Health Initiatives
Collaborating Units: Health-focused community organizations, UK Cooperative Extension Service, Area Health Education Centers

Metrics & Timelines

Timeline: Ongoing
Metrics: number of health-focused community organizations identified; number of collaborations established; number of community-facing activities developed; number of community members involved in global health activities.

4.   Continue to develop and publicize a range of regular programming focusing on global health.
UKIC Lead Units: Global Health Initiatives
Collaborating Units: Colleges
Timeline: Ongoing
Metrics: number of global health speakers, projects, experiences, GEA modules.

5.   Identify potential global health grant/funding opportunities and potential international partners.
UKIC Lead Units: Global Health Initiatives
Collaborating Units: VPR (PDO), UKHC, colleges, faculty
Timeline: December 2024
Metrics: number of global health research projects at UK; identify researchers in global health projects; convene researchers working in similar fields/regions to determine areas of synergy; identify funding opportunities.

6.   Develop forums for idea sharing and development of global health education, research, and service.
UKIC Lead Units: Global Health Initiatives
Collaborating Units: Colleges, faculty
Timeline: Ongoing
Metrics: Determine interest groups, convene interest groups, support interest groups.

PRIORITY II: FOSTERING A GLOBALLY ENGAGED KENTUCKY

Goal A: Advocate for campus spaces that welcome community members and reflect our values of internationalization, diversity, and inclusion

1.   Advocate for international perspectives in campus planning for physical and digital spaces (banners, art, digital signage, etc.), including through participation in campus DEI committees.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: EVPFA, community organizations
Timeline: Ongoing

Metrics & Timelines

Metrics: number of UKIC staff and IAC members on DEI committees; number of signs with international content/perspectives.

2. Consult with Visitors Center about how to assist with welcoming visitors whose first language is not English. Collaborate on creating multilingual resources.
UKIC Lead Unit: UKIC Marketing & Communications
Collaborating Units: OCI, EM, MCLL&C, Hispanic Studies
Timeline: Spring 2022, exploratory meetings with Visitors Center staff; Summer 2022, develop materials and plans for sustainability (updates, etc.)
Metrics: number of items and services available to visitors in languages other than English.

3. Continue to support/expand visibility of international festivals and events on campus.
UKIC Lead Units: International Student and Scholar Services, Office of China Initiatives
Collaborating Units: DOS (Student Organizations & Activities), Event Management
Timeline: Ongoing; AY 2022-2023, review funding sources and budgets
Metrics: number of diverse student groups collaborating with UKIC to organize programs; number of participants and their demographics; number of participating colleges and units on campus; number of student groups involved in the festivals; number of UKNow stories on the events; number of social media and media coverage of events; number of social media followers of each participating unit.

Goal B: Foster reciprocal intercultural engagement and global learning among UK community members, neighbors, and other partners within Kentucky and beyond, working towards global awareness and understanding

1. Assess UKIC's existing community partnerships, including with the International Hospitality Program, the KY Fulbright Association, KY Peace Corps Association, to identify opportunities for impactful community engagement through campus and off-campus events.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: ISSS, OCI, GHI, IPR
Timeline: Fall 2022, begin assessment
Metrics: number of community group partners; number of UKIC programs open to community members; number of community members actively engaged in UKIC programs; number of new programs created to engage with the community.

Metrics & Timelines

2.   Develop strategies to engage local businesses and organizations regarding the benefits of hiring international students, including as interns, and provide resources explaining relevant immigration rules.
Timeline: AY 2022-2023, create list of area businesses which do not currently sponsor immigration petitions, AY 2023-2024, identify larger employers and plan communications strategy.
Metrics: number of contacts with businesses; number of presentations to local businesses and organizations.

3.   Connect UK students with local businesses and organizations to build a portfolio of internships, volunteering, and service-learning opportunities with internationally focused organizations in Lexington and the region.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: Colleges, Student Organizations, Career Center (Experiential Education and Service-Learning office
Timeline: AY 2022-2023, begin assessment of existing data and determine venue or medium for dissemination of portfolio; AY 2023-2024, roll out.
Metrics: number of opportunities made available for UK students

4.   Identify opportunities to connect with local and regional high schools to raise global awareness and showcase UK as a diverse and globally engaged university. Involve UKIC staff, international students, and EA participants in presentations and other enrichment programs (such as tutoring) in schools and on the UK campus.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: EA, OCI, ISSS, EM
Timeline: AY 2022-2023, begin targeted outreach
Metrics: number of visits to high schools; number of high school students participating in visits; UK students participating in visits; number of visited high school students enrolled in UK; number of UK enrolled high school students participating in EA.

Goal C: To advance internationalization and support students, develop a fundraising strategy to enhance scholarships and programming

1.   Consult with UK Philanthropy to develop a case statement or statements and other materials, along with a strategy to engage college development officers, UK Philanthropy administration, and others, including local community.
UKIC Lead Unit: Associate Provost for Internationalization

Metrics & Timelines

Collaborating Units: UK Philanthropy
Timeline: Spring 2022, develop plan with Philanthropy; Fall 2023, produce statement and other materials.
Metrics: number of contacts with potential or actual donors.

2. Engage international UK Alumni via in-person and virtual events.
UKIC Lead Units: Office of China Initiatives, International Partnerships and Research
Collaborating Units: Alumni Association
Timeline: Ongoing
Metrics: number of programs with existing international alumni groups; number of alumni in database of international alumni; number of programs where OPT alumni are engaged with current students; number of international alumni actively participating in events; rating of alumni participants' satisfaction with events.

3. Develop and implement a plan for creating and supporting sustainable UK alumni chapters throughout the world and connecting them to UK.
UKIC Lead Units: UKIC Leadership Team
Collaborating Units: Alumni Association
Timeline: Ongoing; based on alumni numbers and trends, identify strategic priorities for chapter establishment and development (possibly China, Oman, Indonesia, India)
Metrics: number of alumni chapters or clubs outside the U.S.; number of alumni in official UK alumni chapters or clubs outside the US; percentage growth rates in club or chapter membership totals; percentage of international students graduating from countries with clubs or chapters who join the relevant club or chapter; number of meetings between UK (UKIC/UKAA) and international alumni groups; number of events UK Alumni Association hosts that are aimed at alumni outside the US.

4. Establish regular communication to increase belonging among international alumni inside and outside the US, and to engage them.
UKIC Lead Units: UKIC Leadership Team
Collaborating Units: Alumni Association
Timeline: Ongoing
Metrics: number of UK international alumni engaged as guest speakers, or as resources for internship/job possibilities for UK students or how to navigate the U.S. job market as a nonimmigrant; number of communications with alumni outside the US.; AY 2022-2023, create an alumni newsletter and distribute to our alumni contacts around the world; number of messages sent from OCI to the China Alum club; number of alumni reached via WeChat and other platforms; number of international alumni contributing to, or featured in, UKIC communications.

Metrics & Timelines

PRIORITY III: CREATING A UK GLOBAL HUB

Goal A: Maximize the effectiveness of dedicated UKIC spaces in Bradley Hall, Lucille C. Little Library, and the Gatton Student Center East Wing to promote campus internationalization, global learning, and intercultural communication among students, faculty, staff and community

1.   Create welcoming and effective global engagement spaces for students by coordinating staffing and communication plans for all UKIC spaces.
UKIC Lead Unit: UKIC Leadership Team
Collaborating Units: EA, ISSS, OCI
Timeline: Ongoing
Metrics: number of positive assessments of spaces (use surveys); number of students visiting UKIC spaces (create reports of check-in data for all spaces) number of students participating in UKIC events as a result of the interface in UKIC spaces.

2.   Enhance engagement between UKIC, academic departments, student organizations, and others, to use UKIC spaces. (see also I.C.1 and I.C.2)
UKIC Lead Unit: International Student and Scholar Services
Collaborating Units: OCI, student organizations, MCLL&C, Hispanic Studies
Timeline: Ongoing
Metrics: number of office hours, language tables, and other programs in UKIC spaces; number of joint programs organized with other units/organizations in UKIC spaces.

3.Leverage physical spaces and digital signage for internationally focused marketing and outreach.
UKIC Lead Unit: UKIC Marketing & Communication
Collaborating Units: OCI, student organizations, MCLL&C, Hispanic Studies
Timeline: Ongoing; Spring 2022, create central UKIC events calendar on website.
Metrics: number of elements with international content; number of programs promoted on a central calendar on the UKIC website.

Metrics & Timelines

Goal B: Develop and expand the UK Global Footprint initiative to support and advance campus internationalization

1. Conduct an inventory of internationally focused web pages across the colleges and research centers. Develop a central website that links users to these resources, identifies existing globally focused resources across campus, and directs faculty, staff, and students toward a range of relevant global engagement programs, including internships, service-learning, and research opportunities, with links to key campus resources.
UKIC Lead Unit: International Partnerships & Research
Collaborating Units: EA, IHSS, OCI, HandShake Team, SalesForce Team, VPR, others
Timeline: AY2021-22, Inventory UK websites/resources; AY2022-23, design and deploy resources website; AY2023-24, evaluate, validate, revise website; AY2024-25, assess and maintain website.
Metrics: website analytics: 15-20% annual increase in key performance indicators (views, interactions, etc.) from baseline AY 2022-2023.

2. Facilitate data sharing between various administrative units, as part of the UK Global Footprint Initiative, to create a comprehensive dashboard of international agreements and contracts entered into on behalf of the University of Kentucky. Develop communication mechanism and flow of information from all units to central repository. Develop a dashboard that can be accessed and used to generate institution-level reports of global operations/business transactions to facilitate compliance.
UKIC Lead Unit: International Partnerships & Research
Collaborating Units: EA, IHSS, UFS, OSPA, OTC, UK Philanthropy, colleges
Timeline: AY 2021-2022, inventory and evaluate UKIC-owned/generated data; AY2022- 2023, inventory and evaluate data owned/generated outside UKIC, discuss data management plan with collaborating units, create a portal to submit data into the Global Footprint; AY2023-2024, incorporate external data into Global Footprint visualizations/website; AY2024-2025, assess progress towards objective and recalibrate as needed, assess website utility and usage
Metrics: increase scale and scope of data integrated into the Global Footprint visualizations/website (numbers of data sources/types); website analytics: 15-20% annual increase in key performance indicators (views, interactions, etc.) a from baseline AY2022- 2023.

3. Develop a web-interface to bring together existing and new information in one central self-service location. Develop a plan for sustainability to ensure data are updated. Develop a communication strategy to promote the use of UK Global Footprint resources.

Metrics & Timelines

UKIC Lead Unit: International Partnerships & Research
Collaborating Units: ITS, UK Marketing & Communication
Timeline: AY 2021-2022, publish a beta version of Global Footprint website/portal, test with UKIC leadership team; AY 2021-2022, publish a production-quality version of Global Footprint website/portal, test with IAC and other key stakeholders; AY 2022-2023, maintain data in accordance with data management plan established in goal 2 above, develop and implement communications strategies to support rollout of the Global Footprint website/portal; AY 2023-2024, evaluate, refine, and maintain Global Footprint website/portal.
Metrics: generate one general introduction video and two specific instructional videos to be published on the Global Footprint website/portal to explain its goals and uses (AY 2021-2022); publish one UKNow feature about Global Footprint resource (AY 2022-2023); website analytics: 15-20% annual increase in key performance indicators (views, interactions, etc.) from baseline in AY 2022-23.

4. Develop a process to collect data from faculty and researchers on their global research collaborations, experience, and expertise and assess how these might be leveraged for broader impact. Provide a mechanism for faculty, staff, and students with allied interests in specific world regions, countries, and cultures, or in specific transnational issues, topics, and challenges, to self-identify and come together in affinity networks, and to initiate inter- and multi-disciplinary projects. Support affinity groups by developing websites, publications, events, resources.
UKIC Lead Unit: International Partnerships & Research
Collaborating Units: VPR, RAG, ADRs
Timeline: AY 2021-2022, develop a web-based Faculty Global Engagement and Expertise Survey and deploy to select test groups (IAC, relevant departments, etc.), refine survey based on test group feedback; AY 2022-2023, deploy refined Faculty Global Engagement and Expertise Survey broadly across campus, analyze results and clean data for inclusion in Global Footprint website/portal, generate data visualizations and "faculty global engagement and expertise profiles" to integrate and display results of Faculty Global Engagement and Expertise Survey in the Global Footprint website/portal
Metrics: 10 (or more) unique faculty survey responses by close of AY 2021-2022; 20 (or more) unique faculty survey responses by close of CY 2022; publication of 50 (or more) faculty global engagement profiles by close of AY 2023-2024; website analytics measuring engagement with faculty global engagement profiles: 15-20% annual increase in key performance indicators (views, interactions, etc.) from baseline in AY 2023-2024.

Metrics & Timelines

Goal C: Support and advance campus internationalization by developing global operations support infrastructure across the university

1.   Advocate for a concierge (single-point-of-contact) model for global operations inquiries, so that units across the university have one 'go to' website within the UKIC to field and refer all internationally related business/HR/financial/ operational questions.
UKIC Lead Unit: International Health, Safety, and Security
Collaborating Units: IPR, UFS, HR, VPR, Risk Management, Legal, colleges
Timeline: AY 2021-2022, inventory information related to global operations that already exists across UK websites (e.g., HR, UFS, etc.); AY2022-2023, build UKIC website that warehouses these resources in a single place and brand it appropriately; Ongoing, advocate for staffing resources to manage these issues appropriately.
Metrics: Development of website, website analytics/usage; develop and publish at least one strategic communication piece (e.g., UKNow) related to new resource.

2.   Develop business operations networks and communities of practice for internationalization; identify key positions within colleges and administrative units with international operations expertise; build consistent and sustainable i nformation sharing structures, including forums to share expertise and additional training for staff.
UKIC Lead Unit: UKIC Finance & Operations
Collaborating Units: IHSS, IPR, UFS, HR, VPR, Risk Management, Legal, colleges, UK Online
Timeline: AY2021-2022, map networks and identify key positions; AY2022-2023, establish information sharing processes and forums; AY2023-24, develop and deploy training materials
Metrics: Defined networks and memberships; defined communication forums and usage analytics; number of training resources developed and deployed, with usage analytics

3.   Conduct a policy gap/needs assessment, partnering with colleges and units to understand what institutional policies related to global operations may need to be developed, updated or changed to streamline operations, with the goal of decreasing bureaucratic burden and increasing institutional compliance and coordination.
UKIC Lead Unit: International Health, Safety, and Security
Collaborating Units: IPR, UFS, HR, VPR, Risk Management, Legal, colleges

Metrics & Timelines

Timeline: Summer 2022, inventory all published UK policies that touch on global mobility or operations; AY 2022-2023 host meetings with focus groups with stakeholders to discuss policy landscape and conduct a needs assessment; begin proposal process of changes to UK policy or introduction of additional policy, adding resources to Global Operations website after its creation in AY 2022-2023
Metrics: Development of written inventory of UK global policies; host at least one meeting with focus group to conduct needs assessment, develop and publish at least one strategic communication piece (e.g., UKNow) to describe process and highlight policy changes or additions.

Goal D: Effectively market the University of Kentucky as a destination for an increased and more diverse international student population through expanded global outreach and coordinated international student recruitment efforts across campus

1.   Increase the annual growth in number and diversity of international undergraduate applicants by: recruiting from an increasingly diverse pool of countries; leveraging the International Student Ambassador program to recruit and yield applicants from underrepresented countries; building a network of secondary school partners and EducationUSA centers in secondary and tertiary markets.
UKIC Lead Unit: International Enrollment Management
Collaborating Units: EM, colleges, OCI
Timeline: Ongoing
Metrics: number of international undergraduate applicants, admitted, and enrolled students, diversity of source countries.

2.   Expand numbers and types of partnerships articulation agreements (2+2, 3+2, etc.) that facilitate matriculation of diverse international undergraduate transfer students to UK.
UKIC Lead Unit: Office of China Initiatives
Collaborating Units: IPR, colleges, IEM
Timeline: Ongoing
Metrics: number of international partner institutions that send students to UK; number of international students enrolled at UK via articulation agreements (2+2, 3+2, 4+2, etc.) programs; number of Chinese students enrolled at UK via articulation agreements (2+2, 3+2, 4+2, etc.).

Metrics & Timelines

3. Coordinate UK's international recruitment efforts by: building an on-campus international student recruitment network; organizing recurring monthly meetings of this network to share and discuss all things related to international recruitment; creating an international recruitment listserv that is used to share timely information and encourage ongoing discussion and updates with network members; developing a recruitment calendar to coordinate recruitment trips, virtual recruitment activities, etc., for maximum impact; and building on the newly established China focus group across campus units to develop and pursue a coordinated recruitment strategy in China.
UKIC Lead Unit: International Enrollment Management
Collaborating Units: EM, colleges, OCI
Timeline: 2022, launch coordination plan
Metrics: number of engaged units on campus; number of meetings held; number of collaborative recruitment efforts; number of new UK colleges joining the articulation recruitment programs.

4. Advocate for enhanced access to scholarships and other financial assistance for international students, based on academic merit, diversity, and financial need, to contribute to a more diverse student population, thereby advancing institutional goals around diversity, equity and inclusion.
UKIC Lead Unit: Associate Provost for Internationalization
Collaborating Units: EM, colleges, PBO, UBO
Timeline: Ongoing
Metrics: number of scholarships awarded to international students.

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