

Global and Local Engagement: Strategic Priorities

Mission, Culture, Structure, and Branding

Embrace and project a locally and globally engaged identity for UCLA's next 100 years, supporting a culture shift throughout the campus, and deepening UCLA's engagement with Los Angeles toward that goal. Develop an integrated communication and branding strategy that tells the story of UCLA's local and global engagement.

Faculty Incentives/Rewards

Incentivize and recognize faculty for their work to advance this goal.

Curricular Opportunities for Local/Global Engagement

As a distinctive characteristic of a UCLA education, all students have multi-faceted opportunities for curricular community engagement, whether locally, across the state and nation, or globally.

Data Collection and Reporting

Build infrastructure for robust data collection that demonstrates impact.

Campus as global community

As a global campus, maximize the learning opportunities of our diverse student population and create truly inclusive environment for supporting students.

Mission, Culture, Structure, and Branding

1. Mission Statement

Revise UCLA's mission statement to emphasize the central importance for a public institution of community engagement at both the local and global levels.

Responsible entities: Academic Senate, Campus Leadership

2. Rename the Center for Community Learning

Change the name to Center for Community Engagement, to a) emphasize the reciprocity of campus-community engagement, and b) position the Center as the UCLA campus hub to catalyze, support, track, and connect community-engaged teaching/learning and research.

3. Network of community engagement champions

Develop a network of champions of global and local engagement composed of faculty and staff representatives from each school or division, who are interested in promoting and supporting engagement activities, meet regularly, and act as the primary contacts across campus.

Responsible Entities: Deans; Center for Community Learning, International Institute

Recommendation: Deans appoint the champions for individual school/division; Network is co-convened by Director, Center for Community Learning and Vice Provost for International Studies and Global Engagement

4. Branding/Communication strategy

- a) Develop an integrated communication strategy for effectively telling UCLA's "story" about its local and global outreach, partnerships, and engaged scholarship.
- b) Ensure that reciprocal and responsible engagement with local and global communities for social impact is a routine part of UCLA's messaging.
- c) Expand UCLA's media and internet presence and offerings with a focus on increasing local and international awareness and partnerships.

Responsible entities: Vice Chancellor for Strategic Communication linking to engagement champions (#3 above) and communication offices across the university.

5. UCLA leadership presence in community engagement

Strategically mobilize UCLA leadership (Vice Chancellors, Vice Provosts, Deans) for active engagement in the community (for example, through nonprofit board service).

Responsible entities: EVC/Provost; Chief of Staff of Chancellor's Office

6. Evaluate strategies to expand UCLA's physical footprint

Evaluate strategies for expanding UCLA's physical footprint beyond the Westwood campus.

Responsible entities: Chancellor; Office of Campus Financial Officer; Office of Academic Planning and Budget

Note: The number of each priority represents our proposed ranking in terms of chronology and priority, 1 being the first and of the highest priority. Blue represents priorities for which there are existing activities that we know about.

Faculty Incentives/Rewards

1. Incentives

[Sustain funding for the Chancellor's Awards for Community-Engaged Scholarship \(Center for Community Learning\).](#)

Create a new award to recognize faculty global engagement and impact (International Institute).

2. Recognition in personnel review

Establish community-engaged scholarship and pedagogy as meaningful criteria in faculty academic personnel reviews.

Responsible entities: Academic Senate; Academic Personnel Office, Deans, Center for Community Learning

3. Funding support

a) Identify funding and seed grants for community-engaged research (within existing budgets of Divisions and Schools, new allocations, external funding).

b) Solicit proposals and fund projects that advance UCLA's local and global community engagement across all three components of *the Carnegie Classification for Community Engagement* taxonomy: outreach, partnerships, and engaged scholarship.

c) Select awardees based on how effectively they are likely to advance UCLA's research priorities: health advancement; data science/big data; disaster prevention and response; social justice; human-technology frontier; as well as the Grand Challenges.

Responsible entities: Deans, External Affairs, Vice Chancellor for Research, in coordination with Director, Center for Community Learning and Vice Provost of International Studies and Global Engagement

Curricular opportunities for Local/Global Engagement

1. **Increase visibility of and support for community-engaged teaching/learning.**
 - a) Request departments to identify courses that meet the new “community-engaged course” criteria (and add the “XP” suffix through CIMS [upon approval by Undergraduate Council, expected February 2020]).
Responsible entities: Departments, in consultation with the Center for Community Learning; Registrar’s Office
 - b) Provide financial support to defray the costs of student travel to community partner sites.
Responsible entities: External Affairs, working with Center for Community Learning, Deans, Department Chairs
 - c) Provide support to faculty teaching community-engaged courses.
Responsible entities: Graduate Division and Deans allocate GSR positions and TAs to faculty developing community-engaged learning or research courses.
2. **Increase the quality and access to internship and practicum opportunities for students to engage locally and globally.**
 - a) Identify metrics that track the quality of all internships
Responsible entities: Center for Educational Assessment as a partner for developing metrics and assessment; Center for Community Learning; Academic Departments, Career Services
 - b) Offer fellowships for students facing financial need who wish to pursue internships, whether domestic or global internships.
Responsible entities: External Affairs to identify donors to provide new funding to increase student access to internship opportunities, Center for Community Learning, Career Center, Departments
 - c) Coordinate with international alumni networks to develop a program that identifies opportunities for student summer internships around the world.
Responsible entities: Alumni Association; Career Services, Departments
3. **Increase student participation in UC Education Abroad Program (UCEAP) and other study abroad programs.**
 Offer fellowships for students facing financial need who wish to pursue study abroad opportunities.
Responsible entities: External Affairs to support fund development for student participation in education abroad, coordinating with International Institute, Study Abroad Office, Departments.
4. **Create curricular pathways to link curricular with co-curricular and student-led initiatives for local and global community engagement.**
Responsible entities: Center for Community Learning and International Institute connect to Student Affairs staff, Departmental SAOs and faculty advisors to create pathways that link student-led community-engagement initiatives to curricular opportunities.
5. **Leverage, recognize, and create opportunities for staff experience and expertise in local and global community engagement.**
Responsible entities: Staff Assembly, Center for Community Learning, International Institute
6. **Streamline campus processes that facilitate the development of exchange graduate student agreements and dual degrees with first-tier international universities (with link to Institutional Effectiveness).**
Responsible entities: Graduate Division; Graduate Council; Vice Provost for International Studies and Global Engagement

Data Collection and Reporting

1. Data collection

Develop a process for the real-time compilation of data on ongoing local and global engagement involving units across campus, categorized by the Carnegie taxonomy ("outreach," "partnerships," "engaged scholarship")

2. Data access

Create an interactive, searchable database of campus local and global engagement efforts.

3. Provide Vice Chancellor for Strategic Communication with relevant data to on UCLA's community engagement and impact.

Responsible entities: Government and Community Relations, Center for Community Learning, and International Institute will coordinate their respective data collection, supported by other university-level units (Institutional Research, Office of Vice Chancellor for Research, UCLA Library) to secure existing data and obtain new data.

Campus as global community

1. Support international students

Increase the capacity of the Dashew Center of International Students and Scholars and increase coordination with Student Affairs to better foster and support campus engagement with international students

2. Foster mutual learning opportunities

[Provide and expand mutual learning opportunities for students with different ethnic, cultural, and religious backgrounds](#)

Responsible entities: Vice Chancellor for Student Affairs, Vice Chancellor for Equity, Diversity and Inclusion