

## Strategic Plan (2018-2023) Summary

International Students & Programs Office (ISPO)

UC San Diego

7/1/2018 (Final)

### VISION

An inclusive and globally-engaged University community where all international students achieve their academic, personal, and professional goals.

### MISSION

We will enrich the academic, research, and intercultural experiences of international students, provide the highest levels of knowledge and expertise in advising and immigration services within a welcoming and supportive environment, and advance global education and engagement efforts, in partnership with campus departments and units, at UC San Diego.

### CORE VALUES

- **Inclusion:** Embrace global perspectives and cultivate distinct opportunities to grow our understanding of the diverse communities in which we live, learn, and work.
- **Empowerment:** Ensure student access to information and growth opportunities for skill, leadership, and personal development.
- **Supportive:** Provide the highest quality of services, advocacy, and support based on everyone's unique needs and goals.
- **Expertise:** Be knowledgeable about policies, regulations, and trends in international education. Develop and implement best practices from theory, research, and experience. Be leaders in the field.
- **Collaboration:** Build and strengthen partnerships across our campus and around the world to effectively share knowledge and perspectives and maximize resources in pursuit of common goals.
- **Innovation:** Constantly seek creative opportunities to improve efficiency, embrace technology, be agile to meet changing needs.
- **Data-Informed:** Focus on meaningful impact and building a culture of measurement and continuous improvement.

### CORE SERVICES & PROGRAMS

1. **Immigration and non-academic advising** to international students before, during, and after program of study. Includes advisement on maintaining and extending legal status, travel/reentry, employment, changing immigration status, as well as advising on legal status, employment, and other matters for dependents.
2. **Oversee the F-1 Student Exchange & Visitor program**, issuing F-1 and J-1 visa and status documentation to international undergraduate, graduate, and non-degree students.
3. **Liaise with federal agencies** such as U.S. Departments of Homeland Security and State, maintaining UC San Diego compliance requirements with regards to internationals as mandated

in regulations issued by these agencies, and advocate on behalf of our international students and their dependents.

4. **Serve as primary authority on immigration matters related to international students** for the campus and provide subject matter expertise to all inquiring departments and units.
5. **Cross-cultural adjustment advising and programs** to international students and their dependents. Includes advising on matters of academic success, health and wellness, student life, social integration, career development/planning, housing, social security cards, driver's licenses, taxation, personal issues, and university resources.
6. **On-boarding, transition, orientation, and first-year experience programs** to aid in retention and help international students successfully integrate into the UC San Diego and greater communities and ensure that opportunities are available for them to achieve academic, personal, and career success.
7. **Training and support for campus administrators, departments, and campus units** related to full-time enrollment and employment authorization for all international students, and conduct intercultural communication training for faculty, staff and student leaders.
8. **Collaborate with campus units and departments to advance global education efforts**, foster global understanding, enrich the experience of the international and domestic communities, and promote campus diversity initiatives.

## **STRATEGIC GOALS**

1. **Increase capacity for coordinated and comprehensive academic, cultural, and immigration advising services.**

**Alignment: UC San Diego Goal: Student Experience & VCSA Goal: Retention**

- Strategy #1: Identify and implement new advising and service delivery models.
- Strategy #2: Leverage use of technology and innovate ways to deliver student services.
- Strategy #3: Develop agile and efficient processes to adjust to changes.
- Strategy #4: Ensure adequate training and access to professional development opportunities for all staff members.

2. **Rethink and strengthen co-curricular programs to improve retention and graduation rates and increase student engagement.**

**Alignment: UC San Diego Goal: Student Experience & VCSA Goal: Retention**

- Strategy #1: Expand co-curricular program offerings in partnership with key campus stakeholders.
- Strategy #2: Engage with student organizations with large international student memberships, Associated Students, and the Graduate Student Association to implement quarterly programs to promote international students' engagement.
- Strategy #3: Develop a comprehensive assessment plan for measuring student learning outcomes and program evaluation plan for process improvement.
- Strategy #4: Assess and research international student success and achievement gaps
- Strategy #5: Share data to advocate for international students and contribute to research field.

3. **Support collaborative and interdisciplinary research culture and campus initiatives**

**Alignment: UC San Diego Goal: Diversity and Access & VCSA Goal: Recruitment**

- Strategy #1: Build and strengthen partnerships with government agencies and international organizations to attract and retain highly qualified undergraduate and graduate students from diverse regions of the world.
  - Strategy #2: Evolve structures and processes to meet future needs for short-term, non-degree programs.
- 4. Ensure that UC San Diego complies with federal agencies' (U.S. Departments of State, Homeland Security, and Labor) regulatory reporting requirements for the F-1 students and J-1 exchange visitors, thereby maintaining our students' and their dependents' legal status in the U.S.**

**Alignment: UC San Diego Goal: Supportive Infrastructure & VCSA Goal: Retention**

- Strategy #1: Establish dedicated support for International Student & Scholar Management System (ISSM) and iPortal with Information Technology Services (ITS).
  - Strategy #2: Define the configuration of ISSM to maintain compliance with federal agencies' regulatory reporting requirements
  - Strategy #3: Develop additional protocols to comply with new regulations and policies.
- 5. Enhance organizational infrastructure and financial stewardship to successfully meet the challenges of the future.**

**Alignment: UC San Diego: Supportive Infrastructure**

- Strategy #1: Develop agile and efficient processes to meet future challenges and changing priorities.
  - Strategy #2: Build and nurture relationships with campus stakeholders and partners.
  - Strategy #3: Establish staffing resources to build capacity and adjust to changes.
  - Strategy #4: Support staff development and manage staff performance.
  - Strategy #5: Ensure adequate operations, facilities, and space for core services and programs.
- 6. Enhance institutional presence and communicate positive impact of international community**
- Alignment: UC San Diego: Supportive Infrastructure**
- Strategy #1: Develop and implement comprehensive communication practices that improve outreach and communicate positive impact of international community.
  - Strategy #2: Advocate for public policies that lead to a more globally informed, welcoming, and engaged campus and local community.
  - Strategy #3: Rebrand ISPO collateral materials and logo.
  - Strategy #4: Encourage staff to participate in UC-wide or campus-wide committees to advocate for international student success and global education efforts.
  - Strategy #5: Highlight international student and alumni achievements and contributions.

**MORE INFORMATION**

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