

**OFFICE OF GLOBAL ENGAGEMENT  
UNIT STRATEGIC PLAN  
2020-2025**

**EXECUTIVE SUMMARY**

The Office of Global Engagement leads internationalization at the University of Georgia. As a unit, we ensure safe and meaningful global learning for students, manage the smooth and legally compliant intake of international students and scholars, and serve as a nexus for the coordination of faculty initiatives abroad.

In the 2019-20 academic year, UGA ranked 13th nationally<sup>1</sup> in the number of students studying abroad, with over 3000 students traveling to 62 countries around the world. During the same period, Immigration Services at OGE managed 2500 incoming international students and 848 international scholars, while over 550 students enrolled to study at UGA's two International Centers in Oxford and Cortona.

Over the past three years, OGE has taken an increasingly active role in coordinating global research and service initiatives, launching multiple international research seed grant programs leading, collectively, to over \$20 million in extramural funding for the University. In 2018, UGA was awarded the NAFSA Senator Paul Simon Spotlight Award for its research accelerator program in Brazil, and over the past 18 months OGE has coordinated over \$650,000 in external funding for projects initiated and managed from within the unit.

Although OGE is proud of this activity, there remain significant opportunities for improvement over the upcoming plan period. UGA's global rankings do not accurately reflect the quality of UGA's national research and teaching activities. At home, UGA faces challenges common to many U.S. institutions, including the need for greater study abroad diversity and issues with the smooth intake of international students and scholars in a fluid regulatory environment.

During the 2020-25 plan period, OGE will address these challenges through a focus on two new priority areas and through a continued commitment to one enduring value.

First, we will take deliberate steps to grow international experiential learning opportunities while diversifying study abroad experiences, both in terms of geographic variety and accessibility to underrepresented student groups. Second, we will facilitate efforts to project areas of UGA research and teaching excellence abroad in order to build an impactful UGA global brand. In doing so, OGE will find ways to leverage the global presence of its two International Centers to showcase UGA excellence. As an enduring value, we will continue our commitment to serving students, faculty, and UGA academic units as key stakeholders invested in bringing the best and brightest individuals from around the world to Athens.

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<sup>1</sup> Institute for International Education, 2019 Open Doors report. <https://www.iie.org/opendoors/>

Specific initiatives during the 2020-25 plan period will include the expansion of faculty-led study abroad, tuition-waiver exchange programs, and transcript-eligible experiential learning opportunities with a geographic focus on Latin America, Africa, and Southeast Asia. In doing this, we will pursue additional scholarship funding and will conduct targeted outreach to increase study abroad participation among underrepresented students, including students of color, first generation, Pell-eligible, and rural individuals.

Academic brand building efforts will focus on increasing faculty international co-publications and externally funded joint research through the continued use of high-ROI seed grant funding. We will target external funding opportunities for joint research presences and visiting faculty offices co-located with strategic global partners, as well as revenue-neutral opportunities to offer UGA instruction abroad consistent with emerging “micro-campus” models. In doing this, we will concentrate efforts on five “Key University Partnerships” identified in conjunction with UGA academic leadership. These partnerships are expected to focus on Africa and East Asia.

Finally, during the 2020-25 plan period OGE will build its internal capacity to pursue and manage externally funded international projects. We will seek larger and more complex funding opportunities on behalf of OGE and will develop finance and administration capacity to manage complex global projects on our own account and on behalf of others. Building on this capacity, we will coordinate efforts across campus and with external partners to field interdisciplinary teams to pursue larger, more complex, and more lucrative, global projects.

As a result of these and other initiatives, by 2025 the University of Georgia will have advanced further along the path to comprehensive internationalization, with more meaningful and more widely enjoyed global educational opportunities for students, greater levels of geographically unconstrained research and teaching activity for faculty, and an improved institutional reputation and ranking around the world.

## **Strategic Direction I: Promoting Excellence in Teaching & Learning**

Study abroad is essential to developing intercultural competency and is a key form of student experiential learning. Recognizing this, UGA has steadily grown the number and variety of its study abroad opportunities and is now acknowledged as a national leader in international student mobility.

Capitalizing on this expertise, the Office of Global Engagement will play a leading role in supporting UGA's drive to expand experiential learning opportunities for students during the upcoming 2020-25 plan period. Contributions will include the addition of new faculty-led study abroad and field study programs, an increase in the number of transcript-eligible experiential learning opportunities, and the development of new bilateral student exchanges. Study abroad program expansion will be strategically focused in Southeast Asia, Africa and Latin America to increase geographical diversity

and will lever UGA’s international center presence in the United Kingdom and Italy to create new and varied international learning opportunities.

Expanding access to international experiences among underrepresented student groups will be a priority during the plan period. OGE will facilitate better access through targeted outreach to students and their families and through the facilitation of additional scholarship funds for students who might otherwise be unable to afford an international learning experience.

**Strategic Goal 1.1: Expand experiential learning opportunities for all students.**

**Unit Goal 1.1.1: Increase the number of faculty-led study abroad and field study programs, including research and embedded programs, with a focus on Southeast Asia, Africa and Central/South America.**

UGA enjoys high levels of student mobility, ranking #13 nationally by the IIE; in 2019 OGE assumed responsibility for UGA domestic field study. Over the next five years, OGE will grow opportunities within both categories, in the case of study abroad identifying new opportunities in Southeast Asia, Africa, and Central/South America.

**Key Performance Indicator: Increase in the number of faculty-led study away programs.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Consult with faculty to identify new study away programs.
<b>FY2022</b>	Three new study away programs; one located in SE Asia, Africa, or Central/South America
<b>FY2023</b>	Three new study away programs; one located in SE Asia, Africa, or Central/South America
<b>FY2024</b>	Three new study away programs; one located in SE Asia, Africa, or Central/South America
<b>FY2025</b>	Three new study away programs; one located in SE Asia, Africa, or Central/South America

**Unit Goal 1.1.2: Increase in the number of transcript-eligible international experiential learning opportunities, such as study abroad, international internships, research, and embedded programs, with a focus on externally funded opportunities.**

Over the last 5 years UGA student participation in international experiences, such as study abroad, internships, research, and embedded programs, increased steadily from 26% of the graduated undergraduate class in 2014 to 34% in 2019. The majority of UGA students fulfill their Experiential Learning Graduation Requirement by taking part in international experiences. To keep up with student demand for international

experiential learning opportunities, OGE will continue to collaborate with Colleges/Schools to expand offerings of transcript-eligible experiences.

**Key Performance Indicator: Increase in the number of transcript-eligible international experiential learning opportunities.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Work with faculty to identify new international internship opportunities; incentivize faculty to create short-term embedded courses funded by allocation, along similar lines to the FYOS program.
<b>FY2022</b>	Three new internship and embedded opportunities; one externally funded; work with UGAF and UGAREF to secure tier 4 sponsorship ability. Begin securing internships for students in UK and Italy; propose IC-specific internship courses for CAPA-approval.
<b>FY2023</b>	Three new internship and embedded opportunities; one externally funded. Consider expanding IC-related programming. Identify processes for issuing internship-required visas through the ICs.
<b>FY2024</b>	Three new internship and embedded opportunities; one externally funded. Consider expanding IC-related programming. Add internship component to IC program semester options, utilizing visa and course options, above.
<b>FY2025</b>	Three new internship and embedded opportunities; one externally funded. Consider expanding IC-related programming. Expand internship options through ICs to Summer programs.

**Unit Goal 1.1.3: Cultivate growth in bilateral student exchanges, adding new exchange partnerships in strategic locations including the Southeast Asia, Caribbean and Africa.**

OGE manages a balanced portfolio of nearly 60 bilateral exchanges with leading institutions of higher education in 39 countries around the world. Annually, over 100 UGA undergraduate and graduate students take part in a semester-long academic study on exchange. By diversifying these opportunities OGE will diversify global education opportunities for UGA students in a way that facilitates experiential learning.

**Key Performance Indicator: Gradual and consistent increase in the number of outgoing and incoming students taking part in bilateral exchanges, maintaining exchange balances.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Work with faculty to identify and develop new international bilateral exchange opportunities; utilize UGA at Oxford and UGA Cortona facilities to expand bilateral exchanges and lead recruitment efforts, bringing UK and Italian students to UGA for semester-long study on exchange.
<b>FY2022</b>	Maximize existing exchanges with 120 incoming and 120 outgoing student/semesters
<b>FY2023</b>	Maximize existing exchanges with 125 incoming and 125 outgoing student/semesters + encourage establishment of one new exchange
<b>FY2024</b>	Maximize existing exchanges with 130 incoming and 130 outgoing student/semesters
<b>FY2025</b>	Maximize existing exchanges with 135 incoming and 135 outgoing student/semesters + encourage establishment of one new exchange

**Unit Goal 1.1.4: Increase collaboration between International Centers and develop joint programming to encourage/enable additional student opportunities.**

Study abroad programs offered by the UGA International Centers in Cortona, Italy, and Oxford, UK, have been popular among UGA and non-UGA students for decades. Opportunities for synergy exist between the Centers, which will expand offerings to increase capacity and access to their programs, including introducing hybrid programs, allowing students to study abroad at both Centers during a single semester.

**Key Performance Indicator: Gradual and consistent roll-out of new joint and co-programming options.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Offer program extension opportunities to permit UGA at Oxford students the chance to travel to Cortona for study and Cortona students the opportunity to study in Oxford during their programs.
<b>FY2022</b>	At least 10 students participate in program extension opportunities; begin deploying faculty at each center to increase course offerings at the other.
<b>FY2023</b>	At least 20 students participate in program extension opportunities; increase faculty sharing between the Oxford and Cortona programs, further expanding course offerings for both centers.
<b>FY2024</b>	At least 30 students participate in program extension opportunities; increase faculty sharing between the Oxford and Cortona programs, further expanding course offerings for both centers.

<b>FY2025</b>	At least 35 students participate in program extension opportunities; one new joint summer program option hosted jointly in Oxford and Cortona.
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**Strategic Goal 1.4: Promote academic access and success for all students, with particular consideration for underrepresented, rural, first-generation and other underserved students.**

**Unit Goal 1.4.1: Increase student scholarship funding for study abroad.**

Wherever possible, OGE facilitates scholarships to improve study abroad accessibility. In 2018-2019, OGE awarded over \$540,000 in study abroad funding, including \$200,000 from the Freeman Foundation to support UGA student internships in Southeast Asia. In order to increase opportunities for underrepresented students, OGE will work to further expand the level of this funding during the strategic plan period to create new learning opportunities for those who would have otherwise been unable to afford a global experience.

**Key Performance Indicator: Cumulative, incremental funding from UGAF that is commensurate with growth and expansion of new and existing programs.**

**Data Source: Office of Global Engagement  
Annual Targets:**

<b>FY2021</b>	Work closely with UGAF on targeted development initiatives to increase scholarship funding. Baseline funding available now: \$540,000. Explore opportunities for corporate sponsorship through UGA Industry Engagement and Corporate Relations units
<b>FY2022</b>	\$560,000; embed UGAF development officer at OGE to begin international campaign for fundraising in support of OGE initiatives, commensurate with UGA fundraising goals
<b>FY2023</b>	\$580,000
<b>FY2024</b>	\$600,000
<b>FY2025</b>	\$620,000

**Unit Goal 1.4.2: Conduct informational events to increase student and parent awareness regarding study away opportunities, their benefits, funding, and application process, with particular consideration for underrepresented students, including students of color, rural, Pell-eligible, and first-generation individuals.**

To increase student awareness of the experiential learning opportunities, OGE organizes annual campus-wide events, including Fall and Spring Study Away Fairs, a study abroad Open House, and “International Education 101” sessions for students. 2019 marked the

35<sup>th</sup> anniversary of the Fall Study Away Fair, and saw nearly 100 exhibitors visited by 2,000+ students. Recognizing that underrepresented students and their families may require additional outreach to become comfortable with the study abroad decision process, OGE will expand and target these efforts during the plan period to better communicate with students and families.

**Key Performance Indicator: Implementation of events**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	In consultation with student affairs units and other relevant stakeholders, identify impactful practices to inform students and their parents regarding study away opportunities, their benefits, funding, and application process.
<b>FY2022</b>	Conduct one event per month. Gather event evaluations and feedback to continue to improve the effectiveness of the event; begin online ‘exchanges’ through the International Centers, allowing students to join lectures in UK and Italy.
<b>FY2023</b>	Conduct one event per month. Gather event evaluations and feedback to continue to improve the effectiveness of the event; conduct one Oxford/Cortona class lecture per month via distance learning technologies, featuring foreign faculty.
<b>FY2024</b>	Conduct one event per month. Gather event evaluations and feedback to continue to improve the effectiveness of the event; conduct one Oxford/Cortona class lecture per month via distance learning technologies, featuring foreign faculty.
<b>FY2025</b>	Conduct one event per month. Gather event evaluations and feedback to continue to improve the effectiveness of the event; conduct one Oxford/Cortona class lecture per month via distance learning technologies, featuring foreign faculty.

**Unit Goal 1.4.3: Increase participation in study away programs among underrepresented students, including students of color, rural, Pell-eligible, and first-generation individuals.**

Success of initiatives to improve study away diversity will be measured by student participation rates. OGE is working to develop access to student data to allow closely monitor effectiveness of OGE activities on underrepresented student participation in study away programs and will target those rates on an annual basis to assess the effectiveness of its outreach strategy.

**Key Performance Indicator: Student participation numbers**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Establish data gathering pathways to capture participation data for underrepresented students, including students of color, rural, Pell-eligible, and first-generation individuals.
<b>FY2022</b>	1% increase in participation from previous year among underrepresented students, including students of color, rural, Pell-eligible, and first-generation individuals.
<b>FY2023</b>	1% increase in participation from previous year among underrepresented students, including students of color, rural, Pell-eligible, and first-generation individuals.
<b>FY2024</b>	1% increase in participation from previous year among underrepresented students, including students of color, rural, Pell-eligible, and first-generation individuals.
<b>FY2025</b>	1% increase in participation from previous year among underrepresented students, including students of color, rural, Pell-eligible, and first-generation individuals.

## **Strategic Direction II: Growing Research, Innovation, and Entrepreneurship**

Some of the most important questions facing UGA researchers are global in nature. Pandemic disease, climate change, and food security all impact the people of Georgia precisely because they impact *everybody*. By the same token, facilitating and communicating high-impact UGA research exists as a critical step in building UGA's *global* reputation.

Facilitating collaboration with investigators abroad and coordinating across campus to pursue international funding opportunities are both key elements in ensuring UGA's global research impact. Due to its international partnership network and experience developing international programming, the Office of Global Engagement is uniquely positioned to work with the Office of Research to support these efforts and to assist the University as it grows its global research portfolio.

OGE has already been successful in facilitating international research collaboration using early stage "seed" grants. These grants motivate faculty to pursue global projects by offsetting higher international startup costs and allow UGA to target activity in key areas of research excellence. The two international seed grant programs OGE currently operates in conjunction with the Office of Research have already delivered a positive return on investment (see below). Resources permitting, OGE will expand these programs during the 2020-25 plan period, adding new targeted grants to support the key university partnerships identified in connection with Strategic Direction III.

A sustained positive impact on UGA's international reputation and rankings will require more than remote collaboration. Where cost effective, OGE will pursue opportunities to bring UGA faculty into direct contact with colleagues abroad to generate new activity around strategic topics and build awareness of UGA research excellence. In 2018, OGE achieved national prominence with its innovative Brazil research accelerator program that selected faculty based on their publication records and brought them together to generate new research proposals. During the 2020-25 plan period this model will be extended through a series of targeted research workshops focusing on topics strategically chosen to highlight areas of UGA strength.

In order to project UGA activity on a sustained basis, OGE will also work with the Office of Research and with UGA unit leadership to develop externally-funded UGA research presences abroad (such as joint labs and visiting faculty offices with key international partners). At home, OGE will work to encourage greater levels of faculty co-publication with international partners and will facilitate the intake of talented international faculty to meet the human capital needs of the UGA research enterprise.

Recognizing that a positive impact on global rankings will require clear communication of UGA research strength, OGE will continue its efforts to highlight global research success as these initiatives bear fruit.

**Strategic Goal 2.1:** Provide resources, support, and incentives to nurture a diverse and inclusive culture of excellence in research, innovation, and entrepreneurship.

**Unit Goal 2.1.1:** Working with the Office of Research, facilitate greater levels of extramural funding awarded to UGA investigators in support of international research and service projects.

OGE currently operates two successful seed grant programs in cooperation with the Office of Research: The Global Research Collaboration Grant (GRCG) program and the University of Liverpool "Pump Priming" grant program. These programs bring together UFA faculty panels to select the most competitive global research proposals submitted by faculty. Since 2016, supported projects have led to over \$20 million in additional external funding. To make a significant ongoing impact, OGE will expand these efforts in 2020-25, targeting key institutional partners and strategic research areas.

**Key Performance Indicator: competitive seed funding distributed through OGE, conditioned on international co-publication and additional external funding.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	\$45,000 (OGE-only commitment; this sum is usually matched 1:1 or 2:1, depending on the program)
<b>FY2022</b>	\$50,000
<b>FY2023</b>	\$55,000
<b>FY2024</b>	\$60,000
<b>FY2025</b>	\$70,000

**Key Performance Indicator: Cumulative sponsored funding related to international research and service collaborations awarded to UGA investigators (5-year running total).**

**Data Source: Office of Global Engagement; Office of Research**

**Annual Targets:**

<b>FY2021</b>	\$15 million (inclusive of existing University of Liverpool projects)
<b>FY2022</b>	\$20 million
<b>FY2023</b>	\$25 million
<b>FY2024</b>	\$30 million
<b>FY2025</b>	\$35 million

**Unit Goal 2.1.2: Support UGA departments and increase collaboration in the sponsoring, hiring and retention of international researchers.**

The UGA research enterprise is heavily dependent on the work of international faculty, postdocs, and graduate students. Immigration Services in the Office of Global Engagement works with departments, Colleges and Institutes across UGA’s campuses to sponsor and bring to the U.S. international researchers, to UGA. These efforts will remain a focus during the 2020-25 plan period, with OGE targeting steady growth in international researcher intake.

**Key Performance Indicator: Number of international researchers supporting research efforts at UGA.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	565 (2% increase)
<b>FY2022</b>	576 (2% increase)
<b>FY2023</b>	587 (2% increase)
<b>FY2024</b>	598 (2% increase)
<b>FY2025</b>	610 (2% increase)

**Key Performance Indicator: Level of outreach and programming regarding sponsorship options for UGA departments**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	3 outreach sessions (online and in person)
<b>FY2022</b>	4 outreach sessions (online and in person)
<b>FY2023</b>	5 outreach sessions (online and in person)
<b>FY2024</b>	6 outreach sessions (online and in person)
<b>FY2025</b>	7 outreach sessions (online and in person)

**Strategic Goal 2.2: Promote collaboration among academic units and between these units and external organizations to drive interdisciplinary research and commercial activity.**

**Unit Goal 2.2.1: Working with the Office of Research, facilitate opportunities to build more visible UGA research presences abroad to foster sustained collaboration and build the UGA global brand.**

Global research collaboration benefits greatly from sustained investigator contact. Many of UGA’s peer and aspirational institutions have successfully established externally funded research presences abroad (collaborative labs, research stations, visiting faculty offices at key partners) which allow them build global recognition while orienting global research activity around defined strategic topics and regions. In 2020-25, OGE will work with the Office of Research and academic leadership to pursue opportunities for similar co-located research presences abroad.

**Key Performance Indicator: Establishment of self-sustaining UGA co-located research presences with key international partners (including co-located faculty offices, persistent international research sites, and co-located joint labs).**

**Data Source: Office of Global Engagement; Office of Research  
Annual Targets:**

<b>FY2021</b>	Work with Office of Research and unit academic leaders to identify strategic research areas which would benefit from projection of UGA presence abroad; determine partner locations and faculty champions.
<b>FY2022</b>	Initiate discussions with three candidate partners and identify external funding sources.
<b>FY2023</b>	Establish first co-located research presence (visiting office or joint lab)
<b>FY2024</b>	Establish second co-located research presence (visiting office or joint lab)
<b>FY2025</b>	Establish third co-located research presence (visiting office or joint lab)

**Unit Goal 2.2.2: Subject to funding availability, bring together investigators from UGA and strategic international partners to target new projects, launch co-publication efforts, and pursue external funding sources.**

Collaboration based solely on remote communication can often fail to generate sustained activity, particularly where language or logistical barriers are present. Where possible, virtual collaboration should be supplemented with face-to-face contact among investigators organized around some defined task (i.e., producing a new external funding proposal). In 2020-25 OGE will identify revenue-neutral ways to bring UGA and international investigators into proximity in “outcome-oriented” forums, where possible replicating the UGA-Minas Gerais Research Accelerator model.

**Key Performance Indicator: Implementation of workshops.**

**Data Source: Office of Global Engagement  
Annual Targets:**

<b>FY2021</b>	In consultation with academic units and Office of Research, identify areas of research excellence where international faculty
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	mobility will lead to increased reputation, academic output, and external funding.
<b>FY2022</b>	Conduct one international workshop; host international workshop/symposium, featuring UGA & UK/Italian faculty
<b>FY2023</b>	Conduct one international workshop.
<b>FY2024</b>	Conduct one international workshop. Review and revise workshop format and highlight areas; host international workshop/symposium, featuring UGA & UK/Italian faculty
<b>FY2025</b>	Conduct one international workshop.

**Unit Goal 2.2.3: Conduct UGA department-level workshops to encourage greater levels of faculty international co-publication, co-performances and co-exhibits.**

**Key Performance Indicator: Implementation of workshops**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Pilot 5 workshops; revise materials based on questions and feedback
<b>FY2022</b>	Conduct 6workshops
<b>FY2023</b>	Conduct 8 workshops, assess and revise materials
<b>FY2024</b>	Conduct 8 workshops
<b>FY2025</b>	Conduct 8 workshops

**Strategic Goal 2.4: Enhance communications highlighting UGA’s strengths in research, innovation, and entrepreneurship and the impact of those activities on local, state, national, and international communities.**

**Unit Goal 2.4.1: Collect and disseminate to international audiences online and written materials highlighting areas of UGA excellence in research, innovation, and entrepreneurship.**

Because international rankings are driven by research and teaching reputation, targeted communication of UGA areas of research strength will be critical to building a UGA global brand and improving UGA’s global rankings. Working with limited budget, OGE has already created a UGA “Global Gateway” web presence highlighting prominent UGA international activities, as well as a 70-page printed Research and Teaching profile “leave-behind” for faculty. OGE will accelerate these efforts in 2020-25, working with the Office of Research and UGA Marketing and Communications to develop and support an international communications plan.

**Key Performance Indicator: Dissemination of print and online materials**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	In consultation with academic units and Office of Research, identify areas of research excellence to be highlighted; produce revised UGA <i>Global Research and Teaching Highlights</i> book in online and physical form targeting international audiences. Utilize ICs in Cortona and Oxford for dissemination of institutional highlights outside of the US.
<b>FY2022</b>	10 international research highlight articles published to the UGA Global Gateway online portal; 400 <i>Global Research Highlight</i> books distributed to faculty travelling abroad for collaborative purposes; distribute copies to international visitors to the Cortona and Oxford Centers.
<b>FY2023</b>	12 international research highlight articles published to Global Gateway; 500 <i>Global Research Highlight</i> books distributed to faculty travelling abroad for collaborative purposes; distribute copies to international visitors to the Cortona and Oxford Centers
<b>FY2024</b>	Revisit highlight areas and revise Global Research Highlight book; 12 international research highlight articles published to Global Gateway; 500 <i>Global Research Highlight</i> books distributed to faculty travelling abroad for collaborative purposes; distribute copies to international visitors to the Cortona and Oxford Centers
<b>FY2025</b>	12 international research highlight articles published to Global Gateway; 500 <i>Global Research Highlight</i> books distributed to faculty travelling abroad for collaborative purposes; distribute copies to international visitors to the Cortona and Oxford Centers

### **Strategic Direction III: Strengthening Partnerships with Communities across Georgia and around the World**

International community partnerships create unique opportunities for student experiential learning and are central to the pursuit of externally funded technical assistance work. Working through its network of over 230 global partnerships in over 65 countries around the world, OGE is in a key position to support UGA efforts to strengthen its global community engagement.

During the 2020-25 plan period, OGE's efforts will focus on community-engaged learning opportunities for students as well as community-based technical assistance and research projects for faculty. Supporting both efforts will be a focus on collaboration with a defined group of key university partners which will serve as focal points for projecting strategic UGA teaching and research activities abroad.

Recognizing the need for coordination in the pursuit of complex international development projects,<sup>2</sup> OGE will lead an interdisciplinary international development working group to coordinate pursuit of new funding opportunities. To support faculty teams pursuing this work, OGE will increase the levels of seed funding available for these projects. Reflecting recent success, OGE will also accelerate efforts to secure external funding for its own public diplomacy and community engagement projects, such as the Mandela Washington Fellowship and U.K. Young Agricultural Leaders Fellowship initiatives.

OGE will facilitate community-engaged learning opportunities through increasing the number of study abroad, bilateral exchange, and transcript-eligible internship and fieldwork opportunities that feature defined community-based programming. In doing so, OGE will facilitate additional scholarship funding, and will take advantage of its International Centers in Oxford and Cortona to create new and more granular opportunities for students.

High density, "strategic" partnerships can play a central role in improving global rankings and reputation, allowing for the projection of mutually reinforcing research and teaching activities abroad. During the 2020-25 plan period, OGE will coordinate with the Office of Research and with unit academic leadership to develop up to five "Key University Partnerships" to support synergistic activity across multiple UGA academic units and all three University mission areas. Reflecting their growing regional importance, at least one of these partnerships will be in East Asia, and one in Sub-Saharan Africa.

Through these partnerships, OGE will facilitate the creation of up to three external research presences, including joint labs and visiting faculty offices, and will facilitate at least one external teaching presence offering instruction abroad in a revenue neutral, or

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<sup>2</sup> Technical assistance and capacity building projects, typically funded by institutions like USAID, NIH Fogarty, the B&M Gates Foundation, the U.S. Department of State, and their international counterparts.

revenue positive, manner. Future seed grant funding programs and future study abroad programs will, where appropriate, be developed to support these key partnerships.

**Strategic Goal 3.1: Increase collaborative, community-focused research, scholarship, technical assistance, and training in Georgia, across the nation, and world**

**Unit Goal 2.1.1: Facilitate greater levels of extramural funding awarded to UGA (Applicable here in its entirety)**

**Unit Goal 3.1.1: Facilitate greater levels of international community-focused technical assistance and training.**

Although UGA has had success in pursuing large interdisciplinary international development projects (i.e., large USAID and State Department projects abroad), UGA investigators have tended to approach funding opportunities reactively. In 2018, OGE led the creation of an international development funding committee comprised of representatives from the Office of Research, Office of Global Engagement, and Public Service and Outreach, as well as representatives from CAES, SPIA, the College of Public Health, the College of Education, and Grady College. The committee recommended, among other things, that UGA units collaborate on an ongoing basis to identify and coordinate faculty teams to pursue appropriate external-funded international development projects. In 2020-25, OGE will implement this recommendation in the form of an international development working group, whose members will identify, lobby for, and coordinate pursuit of new international development projects in areas of UGA expertise.

**Key Performance Indicator: creation of interdisciplinary working group to coordinate pursuit of externally funded international development project work.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Working group established.
<b>FY2022</b>	Working group coordinates pursuit of 3 externally funded projects; web presence highlighting UGA development project capacity goes online
<b>FY2023</b>	Working group coordinates pursuit of 5 externally funded projects
<b>FY2024</b>	Working group coordinates pursuit of 5 externally funded projects
<b>FY2025</b>	Working group coordinates pursuit of 5 externally funded projects

**Unit Goal 3.1.2: Facilitate greater levels of extramural funding awarded to the Office of Global Engagement in support of international research and service projects.**

Since 2018 OGE has deliberately pursued externally funded projects within the scope of its mission. As a result of these efforts, it was awarded grants to host the 2019 and 2020 Department of State Mandela Washington Fellowship, the 2020 Department of State U.K. Young Agricultural Leaders Fellowship, and a 2020 Department of State Ukraine Global Innovation in Science and Technology (GIST) project, as well as two Department of State Study Abroad Capacity Building projects. These externally funded projects provide a revenue-enhancing way to raise UGA’s global profile while centering OGE as a focal point for UGA international activity. Efforts to pursue similar projects will continue into 2020-25 with an emphasis on expanding the size and scope of awards.

**Key Performance Indicator: Cumulative sponsored award funding related to international collaborations awarded to OGE investigators (5-year running totals).**

**Data Source: Office of Global Engagement; Office of Research  
Annual Targets:**

<b>FY2021</b>	\$500,000
<b>FY2022</b>	\$1,000,000
<b>FY2023</b>	\$1,500,000
<b>FY2024</b>	\$2,000,000
<b>FY2025</b>	\$2,500,000

**Strategic Goal 3.3:** Broaden opportunities for students to engage with the diversity of the communities in Georgia and across the nation and world on locally identified needs and issues.

**Unit Goal 1.1.1:** Cultivate growth of new faculty-led study away programs (Applicable here in its entirety)

**Unit Goal 1.1.3:** Increase in the number of transcript-eligible international experiential learning opportunities (Applicable here in its entirety)

**Unit Goal 1.1.4:** Increase student scholarship funding for study abroad (Applicable here in its entirety)

**Strategic Goal 3.4:** Develop high-impact global partnerships that engage and support UGA areas of research and service excellence.

**Unit Goal 2.2.1:** Working with the Office of Research, facilitate opportunities to build more visible UGA research presences abroad to foster sustained collaboration and build the UGA global brand. (Applicable here in its entirety).

**Unit Goal 3.4.1: Working with UGA academic units and the Office of Research, develop five “Key University Partnerships” (inclusive of existing University of Liverpool strategic partnership) to serve as focal points for strategic areas of UGA research, teaching, and service.**

To maximize impact given limited resources, UGA must facilitate mutually reinforcing activities that engage multiple UGA units and all three UGA mission areas. This simultaneous broadening and deepening of activity can, in turn, be facilitated through “strategic” partners which serve as focal points for activity. OGE has already pursued a strategic partnership with the University of Liverpool and will work with campus stakeholders during 2020-25 plan period to identify and cultivate 4 *additional* strategic partners for focused collaboration. Given the growth of the higher education sector in East Asia and Africa, at least one key partnership will be located in each region.

**Key Performance Indicator: Development of Key University Partnerships**

**Data Source: Office of Global Engagement  
Annual Targets:**

<b>FY2021</b>	Consult with leadership of each academic unit and Office of Research to identify (a) areas of research and service excellence to be targeted for focused collaboration and (b) geographic and institutional priority areas for strategic partnership creation.
<b>FY2022</b>	Launch designated strategic partnership in East Asia to support these areas
<b>FY2023</b>	Launch designated strategic partnership in Africa
<b>FY2024</b>	Launch designated strategic partnership in Latin America
<b>FY2025</b>	Launch designated strategic partnership in Europe or second Asian country

**Unit Goal 3.4.2: Working with campus stakeholders, establish a financially self-sustaining international program offering UGA-branded instruction abroad.**

Alongside research, 30% of UGA’s Times Higher Education world university ranking is a function of international teaching metrics, with over half of that score being a function of global teaching reputation. In order to have a positive impact on UGA global teaching reputation, during the 2020-25 plan period OGE will identify and pursue appropriate revenue-enhancing opportunities to offer UGA instruction abroad (such as through a Sino-foreign joint education program or an international certificate program).

**Key Performance Indicator: Establishment of international program offering UGA-branded instruction to students abroad.**

**Data Source: Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	Identify target programs, partner candidates, and external funding source.
<b>FY2022</b>	Select partner; finalize program to be offered and obtain regulatory approval. Secure external startup funding; implement staffing plan.
<b>FY2023</b>	Launch program. Set enrollment and teaching quality targets
<b>FY2024</b>	Assess against enrollment and teaching quality targets
<b>FY2025</b>	Assess against enrollment and teaching quality targets; report findings for potential replication

**Unit Goal 3.4.3: Increase the number of international collaborative degree and sponsored student partnership agreements to increase graduate student enrollment.**

OGE has been successful since 2018 in building partnerships to fund international students studying at UGA, allowing for reliable recruiting pipelines into graduate programs. These efforts include so-called “3+1+1” collaborative degree programs. In 2020-25, these efforts will continue, yielding a small but significant stream of highly qualified UGA students.

**Key Performance Indicator: Number of incoming international graduate students recruited through collaborative degree and sponsored student partnership agreements.**

**Data Source: Graduate School; Office of Global Engagement**

**Annual Targets:**

<b>FY2021</b>	4 additional graduate students recruited annually through international collaborative degree and sponsored student partnerships
<b>FY2022</b>	6 additional graduate students recruited annually through international collaborative degree and sponsored student partnerships
<b>FY2023</b>	8 additional graduate students recruited annually through international collaborative degree and sponsored student partnerships
<b>FY2024</b>	10 additional graduate students recruited annually through international collaborative degree and sponsored student partnerships

<b>FY2025</b>	12 additional graduate students recruited annually through international collaborative degree and sponsored student partnerships
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**Strategic Goal 3.5:** Strengthen communications regarding how UGA sustainably supports and benefits communities through research, teaching, and public service.

**Unit Goal 2.4.1:** Collect and disseminate to international audiences online and written materials highlighting areas of UGA excellence (Applicable here in its entirety)