



**University of Regina Ad Hoc Committee on Internationalization  
Summary of Recommendations to the President  
July 2008**

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## Introduction

The Ad Hoc Internationalization Committee was formed in February of 2008 with a mandate to provide recommendations to the President on internationalization activities and structure at the University.

The committee consisted of the following members:

- D. Gauthier, Acting Vice-President (Research & International)
- G. Maslany, Acting Vice-President (Academic)
- D. Button, Vice-President (Administration)
- B. Pollock, Vice-President (External Relations)
- R. Kelln, Acting Associate Vice-President (Research)
- J. Amundson, Acting Associate Vice-President (Student Affairs)
- B. Schad, Acting Director, Office of International Cooperation & Development

The committee was supported by a research assistant, Aubrey Watson.

The committee reviewed existing major reports and documents on internationalization previously prepared at the University. Those included:

Sagal, K. 1999. [Policy Framework Discussion Paper](#) for the Office of International Cooperation and Development.

Pickard, G. 2001. [Office of International Co-operation and Development Policy Document](#).

2003. [Report of the Task Force on Internationalization](#).

Boutet, A. 2006. Integrating an International Perspective into the University of Regina Threefold Mission of Teaching, Research and Service.

Symes, L. 2007. [Report on Increasing Internationalization at the University of Regina](#).

Summaries of the recommendations from those reports were prepared and are available upon request from the Office of the VP (R&I).

The Committee also conducted a survey of existing international activities associated with Faculties and with administrative offices in the University that have responsibilities for international activities. A summary of that survey is described in the first section of this report. As well, the Committee relied on the external review of the Office of International Cooperation and Development (OICD) as the basis of the recommendations in this report, expanding the focus to include a broader institutional perspective. Recommendations are summarized in the second section of the report.

## **Summary of Existing International Activities at the University of Regina**

### **Joint International Degree Programs (2+2 and 1+1 Programs)**

A number of different faculties have (or have had) joint international degree programs (JIDP) at either the undergraduate (2 + 2) or graduate (1+1) levels. Typically agreements have been formed with institutions in China, Thailand, and Mexico. The Engineering and Business Administration faculties have the most active programs. The Faculty of Science has had strong and healthy programs in the past, but they were halted due to issues related to the programs. The Registrars Office, the Faculty of Graduate Studies and Research, and the International Student Success Office all play a part in supporting these programs administratively. However, there is also a significant amount of administrative work that is carried out within the individual faculties. ESL also provides support for foreign students through its English proficiency program.

### **Study Tour Programs**

Study Tour Programs are very abundant across campus. Business Administration has very active and established programs, mainly to the United States, Mexico, China, Korea, and the Ukraine. Luther College also has study abroad courses involving Peru, Mexico, India and Europe. The Institut français has taken students to France and Africa. First Nations University, as well as faculties such as Engineering, Arts, and Fine Arts, has ongoing international study tours to varying destinations worldwide that are largely informal in nature but nonetheless active. Students receive University of Regina credit for study tours taken, and records are maintained by the Registrar's Office. The International Student Success Office supports the overall administration of such tours.

### **Faculty/Student Exchanges**

There are many faculty and student exchange programs on campus, ranging from very established to very informal. Engineering has the most active exchange program established with China (mainly incoming students). The Faculties of Education and Fine Arts also have strong ties to China, as well as having various other informal programs established elsewhere in the world. India has become a target for student and faculty exchanges over the past decade – specifically within the Centre for Continuing Education (CCE), which has had an active exchange program since 2004. In addition, the CCE has recently begun to receive exchange students from Mexico. There are other Faculty student exchange programs that are handled on a more informal basis, and which are less active than the exchanges established in Engineering, Fine Arts, Education and the CCE. These include: Kinesiology (Finland), Arts (various destinations), Social Work (Australia, Chile, Vietnam, China), First Nations University of Canada (China, Tibet, South America), and Luther College (India and China). The International Student Success Office works with all UofR Faculties to provide global exchange opportunities based on the four formal exchange programs available: Student Exchange Program,

National Student Exchange, North2North Exchange Program and CONAHEC Exchange Program. The Registrar's Office handles all records for individuals participating in exchange programs.

### **International Research Collaborations**

University faculties/units have reported international research with collaborations in the following countries (in alphabetical order):

- Argentina (Arts; Canadian Plains Research Center; Science)
- Australia (Business Administration, Social Work)
- Austria (Science)
- Bolivia (Arts; Canadian Plains Research Center)
- Chile (Arts; Canadian Plains Research Center; Social Work)
- China (Arts, Science, Engineering, FGSR, Social Work, Centre for Energy and Environment, ESL)
- Colombia (Science)
- Democratic Republic of Congo (Business Administration)
- France (Engineering; Science)
- Germany (Science)
- India (Arts, Engineering, Fine Arts, Kinesiology, Science, Centre for Teaching and Learning)
- Ireland (Business Administration; Kinesiology)
- Italy (Science)
- Japan (Engineering)
- Korea (Kinesiology)
- Latin America (Arts; Canadian Plains Research Center)
- Malawi (Education)
- Mexico (Business Administration, Science, ESL)
- New Zealand (Business Administration)
- Norway (Engineering)
- Pakistan (Education)
- Peru (Arts)
- Poland (Science)
- Saudi Arabia (Education, Engineering)
- South Africa (Business Administration)
- Spain (Science)
- Sweden (Business Administration)
- Thailand (Kinesiology)
- The Netherlands (Engineering, Fine Arts)
- UK (Business Administration, Engineering, Science)
- USA (Business Administration, Engineering, Science, Social Work, Centre for Energy and Environment)
- Vietnam (Social Work)

Luther College reports research collaborations with India, Mexico, Ghana, Costa Rica, Chile, Europe, Malaysia, and Morocco. First Nations University of Canada reports ties to Asia, South America, New Zealand and Australia.

## **International Recruiting**

### *Active recruiting:*

- Kinesiology (has recruiting agents in Korea)
- Centre for Continuing Education (has recruiters for South America and Asia)
- Student Affairs (has recruited in Dubai, not ongoing)
- Registrar's Office (hired a full-time international recruiting officer in early 2008)
- Engineering (has a consultant in Thailand, and a liaison in China)

### *Passive recruiting (conducted when abroad for other purposes):*

- Social Work
- Institut français

## **Other International Programs**

Along with study tour and exchange programs, many Faculties and units on campus are engaged in other international activities. The following list is not intended to be comprehensive but to provide examples of the diversity and array of international activities with which the University is engaged.

- The Faculties of Business Administration, Science, Engineering and Arts have many visiting scholars from abroad.
- FGSR and the Faculty of Arts have independent committees devoted to internationalization.
- The Faculty of Education has a proposal to have Chinese students come to the University of Regina directly following their high school coursework. Also, the faculty has secured a CIDA UPCD Tier 1 grant for \$3.8M focusing on revamping the University of Malawi's secondary education system (policy and curriculum). The project has recently begun and is for a duration of 6 years.
- The Canadian Plains Research Center administers interdisciplinary collaborative research projects with Chile, Argentina and Bolivia devoted to climate change, water, and institutional adaptation.
- The Special Projects Office is working with CSIR South Africa regarding the commercialization of an indigenous product (mosquito repellent candles) in North America. The Office is also assisting in development of research collaborations with US Homeland Security, US universities, and is coordinating a Xiamen University of Technology Partnership.
- The Faculty of Engineering supports a large contingency of Botswana students and continues to foster a relationship of collaboration with the Botswana government and WUSC.
- The Faculty of Kinesiology set up 8-month undergraduate field-work placements in Thailand.

- The CCE offers certificates that are popular among international students who are seeking short international programs to prove their English proficiency.
- The Centre for Energy and Environment is conducting China/Canada Grassland Ecosystem research as well as the China/Canada Center for Energy, Ecological and Environmental research.
- Luther College hosts an annual social evening for all international students. There are also active international student groups.
- The First Nations University is a part of the World Indigenous Nations Higher Education Consortium.
- ESL offers a 5-week course for English, generally in spring/summer. This course is typically attended by international students and students from Quebec.
- ISSO sponsors many different international social and cultural events around campus, along with managing the new International Student Experience Fund (\$150,000 for students to use in a trip abroad). It also administers scholarships for international students as well.
- A representative from the Registrar's Office has often traveled with OICD to universities abroad.

### **Special Services for International Students**

Services for international students vary widely throughout campus. The International Student Success Office (ISSO) has an established set of services for international students: the Student Success Mentor Program, airport pickup, international student orientation services, immigration consultants (visa and health card application assistance), information workshops, referral services, and advocacy services. The ISSO assists international students in becoming acclimated to Canada upon their arrival and handles numerous administrative issues that the students may face. ESL also offers many of the same services: housing assistance, airport pickup, student orientation, coordinating campus tours (given by UR Ambassadors), and language training. In addition to ISSO and ESL, the Institut français is currently assembling a student service center that will welcome foreign students in their programs and handle administrative issues.

Faculties such as Business Administration and Engineering, which have large student exchange programs, offer formal services directly such as tutoring sessions/writing assistance, seminars, and specialized advising. However, most units on campus offer informal assistance to international students (i.e. Education, Social Work, the Centre for Teaching and Learning). Informal services are typically provided by faculty members with specific ties to international student programs and are willing to offer their time to make the foreign students feel welcome and adjusted to the Canadian culture. The faculty members often help students get their student IDs, find housing, and sign up for classes, and handle personal matters such as finding medical facilities on a case-by-case basis when needed.

Other units, although not directly involved with teaching international students, are aware of international student needs and try to accommodate them as best as possible. FGSR has an annual seminar focusing on living, working, and studying in Regina. Student

Affairs makes sure to handle international student issues with sensitivity. For example, staff members consider differing cultural backgrounds when placing students together in the on-campus residence buildings. Student Affairs also staffs the residence buildings with workers who can speak multiple languages whenever possible. Luther College offers informal tutoring, cultural support, as well as mentoring whenever needed. The campus library offers international student orientations, as well as one-on-one instruction available every semester.

### **Funding for International Activities**

Most Faculties have very limited funding for international activities. Typically internal Faculty funds are allocated for common activities such as sending faculty to international conferences, donating money to international student groups, or to hosting celebrations/orientations related to international students. There is a designated International Strategic Opportunity Fund (ISOF), managed by the Office of International Cooperation and Development (OICD) that units can apply to if they are in need of funding for international activities. When faculties are in need of funding that exceeds the amount offered through the ISOF, they can apply to have a larger funding allocation for specific activities. The Faculty of Arts, for example, has received \$20,000 in the most recent budget year to support student mobility and professors teaching abroad.

FGSR spends funds annually to offer two international scholarships (the International Entrance Scholarship and the International Graduate Student Scholarship), and also is a major contributor to the International Night held for all students in February.

ISSO is funded centrally, but they have reported the need to use overhead funding to cover high student service costs. Institut français typically offers in-kind support (translation services mainly) to the university community.

Faculties such as Engineering and Business Administration with significant international involvement have some fixed costs (consultant costs, etc.) but budgets vary from year to year in most cases.

### **Staff Positions Related to Internationalization**

The following are staff positions across the campus devoted to handling international student issues:

- The Registrar's Office has an International Admissions Officer, an International Student Loans Officer, and an International Recruiter. All are full-time.
- Business Administration has a half-time position to support exchange students and to organize "International Week" activities.
- Arts has a position that handles international activities, although the position has been vacant for approximately 1 year.
- Education has a Director of the Centre for International Education and Training.
- FGSR has a committee devoted to internationalization (members are from across campus).

- Luther College has an International Studies Committee to administratively support international students, support Canadian students going abroad, and support faculty exchanges.
- First Nations University has a half-time position of Director of the Centre for International Academic Exchange (out of Saskatoon campus).
- ESL has an Asian Liaison Officer and a Latin America Liaison Officer to help with student recruitment.
- The Head of ISSO is a full-time staff member devoted to managing international student services. There are also several staff members within ISSO who are trained to handle international student issues.
- There is a Residence Life Coordinator who lives in the Residence Building on campus and helps students, mainly international, get acclimated to Regina.

The remaining Faculties do not have a staff member dedicated to international issues. The responsibility is shared amongst many faculty and administrative personnel.

## Issues and Recommendations

### University of Regina Vision for Internationalization

- **Issue:** The U of R does not have an overarching internationalization strategy. There are many units on campus with their own internationalization agendas. However, there is no overall institutional direction related to international activities.

Recommendation #1: Develop a single, cohesive vision and strategy that clearly articulates U of R's goals of internationalization.

*Recommendation also supported by:*

- *U of R Ad Hoc Internationalization Committee*
- *Report on Increasing Internationalization at the U of R (Appendix 3)*
- *Task Force on Internationalization (Appendix 5)*
- *OICD Policy Framework Discussion Paper (Appendix 6)*

This recommendation is consistent with recommendations from Sagal (1999), the Task Force on Internationalization (2003), and Symes (2007). The Committee found that the University has not yet developed and implemented a cohesive institutional internationalization strategy despite the various documents and reports with recommendations on internationalization that have been produced over the years. The University should establish a single, cohesive vision and strategy that clearly articulates the University's goals of internationalization, which should build on existing institutional strengths, identify gaps and provide a plan for moving forward in areas of international education, research, development and engagement. Specifically, three internationalization goals are recommended:

1. Strengthen global awareness through innovative programs and educational outreach
2. Increase international learning opportunities
3. Enhance U of R's reputation nationally and internationally

Given the current urgent emphasis on strategic enrolment management and student recruitment, this recommendation requires immediate action targeting one and two year actions targeted to the University's current needs (also see Recommendation #7).

- **Issue:** International recruitment and skill training of foreign students and immigrants are some of the areas in which the University can play a role to support the provincial economic development strategy. There is currently little alignment between the University's international initiatives and the economic development goals of the city/province.

Recommendation #2: Devise the internationalization vision and strategy to accommodate the needs of government, private sector and local communities.

*Recommendation also supported by:*

- *Report on Increasing Internationalization at the U of R (Appendix 3)*

This recommendation is consistent with Symes (2007). The Committee recommends that the University seek better alignment between university international initiatives with the economic development goals of the city/province. One approach would be increased partnerships with internationally oriented businesses, NGOs, and community organizations. The University should take advantage of being located in the capital city, and build strategic alliances with the provincial ministries to address labor shortage and other urgent economic issues. International recruitment and skill training of foreign students and immigrants are some of the areas in which the University can play an important role in support of the provincial economic development strategy.

The OICD is currently addressing improving government partnerships, as is the University Industry Liaison Office with business / industry partners and various faculties that are actively engaged with numerous community partners. The Province is currently developing an international education strategy through the Ministry of Advanced Education, Employment and Labour (AEEL) and is working with the Universities and Colleges in identifying opportunities for cooperative work. As well, the University is engaging in discussions with Regional Colleges regarding potential partnerships to advance mutual international interests. The Office of the VP (R&I) has recommended that AEEL convene a conference of the provincial universities and colleges in 2008-09 to discuss the provincial strategy and ways in which the post-secondary institutions can better work with government to advance social and economic development goals through internationalization.

## **Budget**

- **Issue:** Many faculties and administrative units struggle to fund their international activities and student services due to the fact that there is no central source of funding. Also, international student fees are not directly applied to units with international student responsibilities or to creating opportunities related to internationalization.

Recommendation #3: Ensure financial resources for sustainable internationalization.

*Recommendation also supported by:*

- *U of R Ad Hoc Internationalization Committee*
- *OICD Position Paper (Appendix 4)*
- *Report on Increasing Internationalization at the U of R (Appendix 3)*
- *Task Force on Internationalization (Appendix 5)*
- *OICD Policy Framework Discussion Paper (Appendix 6)*

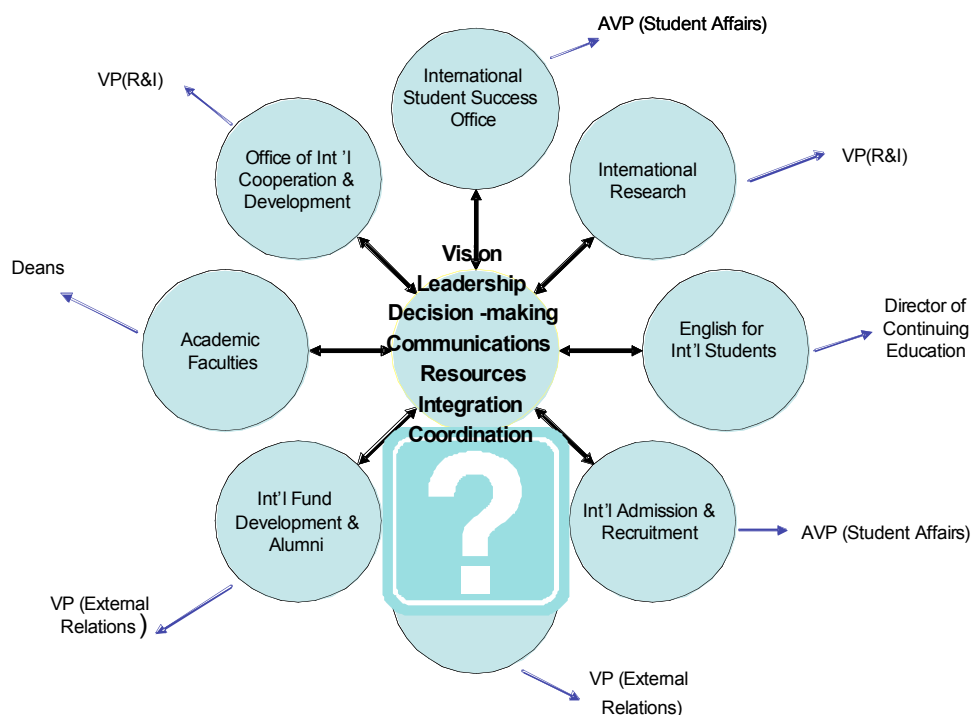
Faculties and administrative units have indicated that they are struggling to fund their international activities. The Committee is of the view that income from international

sources should be used to provide the needed institutional support to sustain University's internationalization activities. It recommends that the University establish a revenue re-distribution formula to allocate a fixed percentage of international income to support international services and activities, as well as to invest in the development of new opportunities.

All previous reviews of international activities at the University have recognized the need for adequate and appropriate funding support. The University does provide support to internationalization through resourcing to international research projects, OICD, ISSO, as well as its support for the 2 + 2 and 1+ 1 programs and other international programs. The Board of Governors has approved the removal of the differential international fee for undergraduate 2+2 programs. The Committee suggests that a working committee of the OICD, Student Affairs, the Faculty of Graduate Studies and Research and the Centre for Continuing Education, in consultation with the Deans and the Budget Committee be formed to identify: (a) the components of a budget for institutional financial support of internationalization with mechanisms of budget control and monitoring; and (b) financial efficiencies that can be achieved through more effective operational integration.

## Structure

- Issue:** There is a significant lack of coordination within the U of R internationalization community due to the absence of a single point of authority, which makes the international activities across the campus appear disjointed. Currently, the organization structure is as follows (U of R OICD Unit Review Report, 15/2/2008):



This organizational structure does not support a stream-lined approach to carrying out the U of R's internationalization agenda.

Recommendation #4: Create an Associate Vice President (International) position associated with the Vice President Academic to lead and integrate the international portfolio at the U of R.

*Recommendation also supported by:*

- *U of R Ad Hoc Internationalization Committee*
- *Report on Increasing Internationalization at the U of R (Appendix 3)*

This recommendation concurs with that of Symes (2007). The Committee's view is that a senior dedicated position within the University reporting to the VP (Academic) will: (a) be able to more effectively lead an integrated, comprehensive and systematic approach that will increase the effectiveness in internationalization efforts and competitions; (b) have greater direct influence and have the authority to coordinate multidisciplinary programs, and to reduce confusion, duplication and perceived ineffectiveness of the University's international portfolio; and (c) enhance the University's overall reputation, helping the University to attract more funding, scholars and a higher caliber of students.

Given that a prospective AVP (International) would need to have a close working relationship with the AVP (Student Affairs), the Dean of the Faculty of Graduate Studies and Research on international academic matters, a direct reporting relationship to the VP (Academic) is logical.

A central international office at the University requires the authority, responsibility and resources to appropriately coordinate and oversee international activities on behalf of the senior administration. The structural and budgetary implications of this recommendation should be examined as part of the University's budget process under the new VP (Academic). As well, the existing Office of International Cooperation and Development could serve as the basis of administrative support for a new AVP (International) position.

Recommendation #5: Establish an integrated and coordinated organizational structure.

*Recommendation also supported by:*

- *U of R Ad Hoc Internationalization Committee*
- *OICD Policy Framework Discussion Paper (Appendix 6)*

This recommendation is consistent with Sagal (1999). Directly linked to Recommendation #4, the Committee recommends that the University establish centrally coordinated international services to support the diverse elements of internationalization under the leadership of an Associate Vice President (International). The Committee has concluded that horizontal integration, connection, and communication of internationalization will provide coherent and comprehensive support to the international agenda of faculty, staff, students and external communities. While physical co-location of

all international offices and activities is not essential, a more coherent and co-located appearance, as well as a clear organizational chart with reporting and working relations between different offices, will help the University reduce confusion as to who performs various functions, reduce the duplication of resources, and enhance the visibility and effectiveness of international services on campus.

As suggested under Recommendation #3, a working committee of the OICD, Student Affairs, the Faculty of Graduate Studies and Research and the Centre for Continuing Education, in consultation with the Deans, should be formed. In addition to the work indicated under Recommendation #3, the working group should focus on the development of an operational plan for shared planning and decision-making in regard to administration of international programs and activities.

- **Issue:** Currently, the University has two institutional committees on internationalization: (1) President's International Committee; and (2) the International Communication Coordination Committee. These two committees were established to provide advice to, and coordination of, international activities at U of R. However, from the feedback of the committee members and review of meeting minutes, these committees have not effectively met their mandates.

Recommendation #6: Restructure international advisory committees.

The Committee recommends that the University revisit the mandates of its two institutional committees on internationalization (the President's International Committee; the International Communication Coordination Committee) and restructure them into advisory (external) and coordination (internal) functions. Specifically, a University Internationalization Advisory Board (UIAB) should be established to serve as advisor to the President and consist of senior university administrators and internationally oriented business, government and community leaders. Its functions would be to: (a) engage key business, government and community leaders in supporting the transformation of the University of Regina into one of Canada's leading international universities; and (b) provide advice on strategic planning for internationalization policy and activities of the University of Regina. In addition, a University Internationalization Coordination Council (UICC) should be established that is chaired by an Associate Vice-President (International) and composed of directors of various international offices and representatives from Deans' Council, external relations, UIAB, Student Union and key academics. The UICC would provide: (a) guidance and advice to the University's senior administration with respect to internationalization; (b) a forum for sharing of ideas, opportunities and best practices, and a forum for policy advice and input related to internationalization at the University; and (c) a forum for linking academic units and international offices in discussing new initiatives, reviewing existing programs, and identifying challenges and solutions.

A reorientation and restructuring of current international committees, as appropriate, is a logical step. The current President's International Committee is very similar in intent to

that described for the University Internationalization Advisory Board. It should be examined to insure that it is serving the University in the most appropriate and efficient ways. The need is recognized for a coordinating body such as the proposed UICC to provide advice on strategic policy and planning for international activities. With the agreement of the President, any necessary restructuring or modifications of committees can be initiated in 2008-09.

## **Operation**

- **Issue:** Presently, the University does not have a set of clear goals and objectives for international student recruitment. There is a lack of coordinated effort at the institutional level when decisions are made on recruitment. Many offices have a role to play, but no single office assumes leadership and coordination.

Recommendation #7: Develop an institutional strategy for international student recruitment.

*Recommendation also supported by:*

- *U of R Ad Hoc Internationalization Committee*
- *OICD Position Paper (Appendix 4)*
- *Report on Increasing Internationalization at the U of R (Appendix 3)*
- *Task Force on Internationalization (Appendix 5)*

This recommendation is consistent with recommendations from the Task Force on Internationalization (2003), Boutet (2006) and Symes (2007). The Committee has concluded that: (a) the University does not have a set of clear goals and objectives for international student recruitment; (b) that there is a lack of coordinated effort at the institutional level when decisions are made on recruitment; and (c) while many offices have a role to play, not a single office assumes leadership and coordination.

It is also consistent with the preliminary findings of the University's Strategic Enrolment Management planning study that will present recommendations to address international student recruitment. The University Budget Committee for 2008-09 has removed international differential fees to allow the University to be more competitive in attracting international students.

- **Issue:** The U of R does not have an integrated approach to organizing, highlighting and sharing important information regarding the U of R's international activities, achievements, and opportunities with both the university and external communities.

Recommendation #8: Develop a comprehensive internationalization communications/marketing plan

*Recommendation also supported by:*

- *Report on Increasing Internationalization at the U of R (Appendix 3)*
- *Task Force on Internationalization (Appendix 5)*

○ *OICD Policy Framework Discussion Paper (Appendix 6)*

This recommendation is consistent with recommendations from the Task Force on Internationalization (2003), Boutet (2006) and Symes (2007). It is also consistent with the preliminary findings of the University's Branding study. The Committee has recommended an integrated approach to organize, highlight and share important information and knowledge of U of R's international activities, achievements, and opportunities with both the university and external communities. The Committee has concluded that a comprehensive internationalization communications and marketing plan will help engage others more effectively in profiling the University and attracting more students and opportunities.

Four action items are recommended to be included in the strategy:

1. Create a U of R International website, organized by functions rather than offices so that there is a unified image and it will be user friendly;
2. Create a U of R international marketing plan as part of the university branding exercise;
3. Create a U of R international database through an institutional inventory of all international activities and function areas; and
4. Develop effective communications materials that: (a) encourage the recruitment and retention of highly qualified students from around the world; and (b) promote the internationalization achievements and contributions of the faculty, staff and students both internally and externally.

Work has already begun on the creation of the international database and work on the other three action items will take place in 2008-09 through cooperation among the VPs Academic, Administration, External Relations and Research and International.