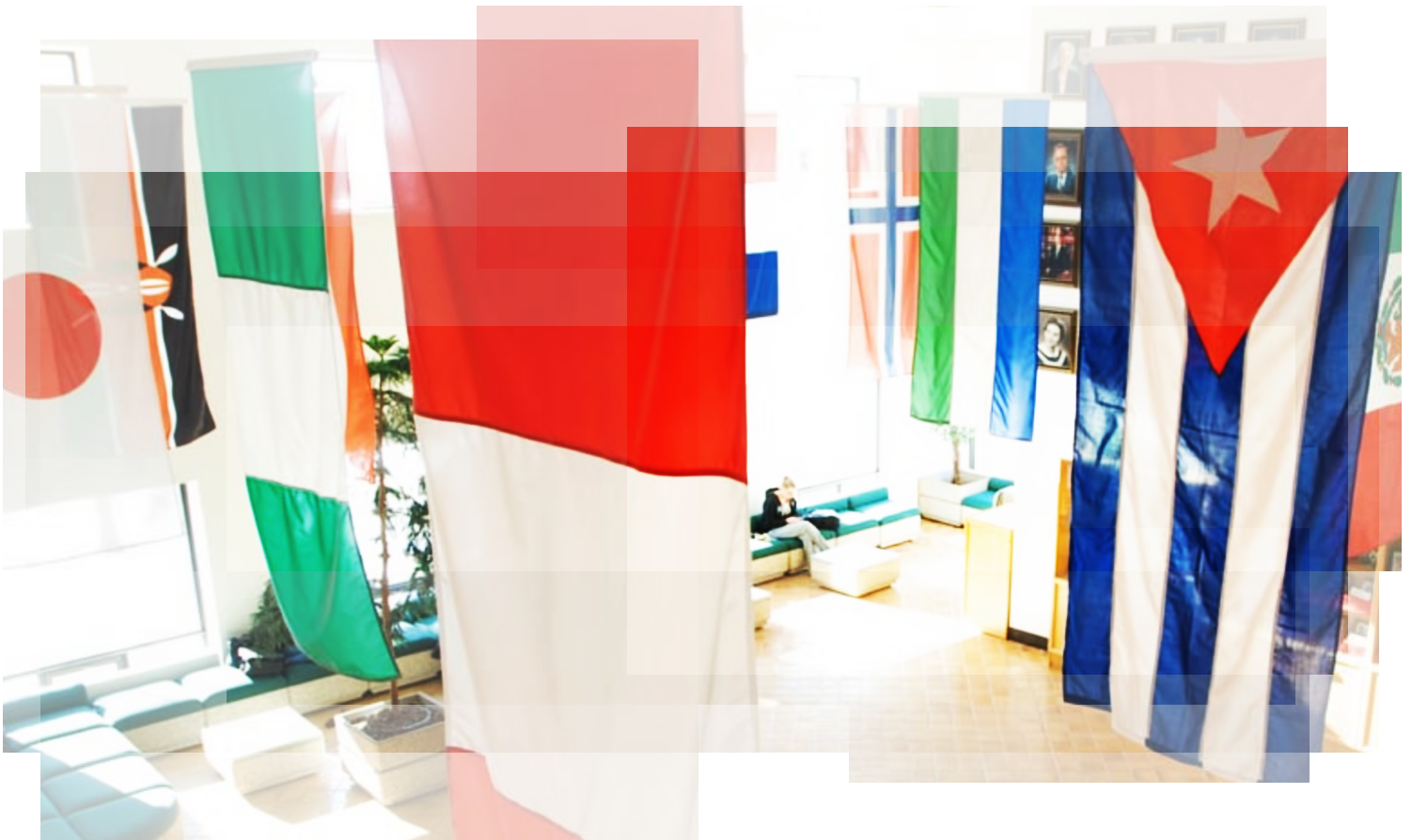


UNIVERSITY OF ALBERTA

# connecting with *the* world

a plan for international engagement



COMPANION TO THE ACADEMIC PLAN 2007-2011, DARE TO DELIVER

# Executive Summary

This plan for international engagement at the University of Alberta builds on a great tradition of service, partnerships, and collaboration in countries that span the globe. International activities are an important feature of life in every faculty. International engagement at the University of Alberta is a team effort inspired by the possibilities of welcoming the world to the University and bringing the University to the world.

This plan follows the President's vision for international engagement outlined in *Connecting with the World* in 2006. That vision affirmed the centrality of international engagement to the life of the University past and present, and to the realization of the future aim to be a leading global institution in the areas of teaching, research, and service for the public good.

In the area of internationalization, the University of Alberta continues to evolve. We are reaching out, finding and growing our areas of strength and collaboration to build upon joint initiatives, working with our global partners as we look ahead. We are developing responsive policy to our global communities and we continue to challenge ourselves to think about where our future will be in a global world.

Fundamental principles ground and guide international engagement activities at the University of Alberta. The international engagement plan outlines how the University will engage in the four priority areas of *Dare to Discover* and how we will know when we have reached those goals. The plan for international engagement is a companion document to *Dare to Deliver*, and will be reviewed and assessed on an annual basis within this planning cycle against the goals as set out in *Dare to Deliver*. Finally the plan outlines the international leadership and coordination of international activities.



To achieve the collaboration and collaborative goals, a Standing Advisory Council on International Engagement will be established. This Advisory Council to the President and the Provost will provide advice on the University's international strategy. The Advisory Council will monitor, coordinate and evaluate international activity of Faculties, Departments, senior administration and administrative units to ensure the University makes the most efficient use of resources for international engagement.

Progress on achieving our goals will require the active participation of the entire university including Faculties, Academic support units such as University Alberta International, Information Technology, External Relations and Facilities and Operations – especially through residence services. Further progress will require rethinking some of our academic policies – including new and flexible types of degree programs and credit transfer arrangements.

*Connecting with the World: A Plan for International Engagement* is a living document that will guide our future planning. It aims to align and integrate our campus activities so that together we can ensure the University of Alberta is connected to the world.

# introduction

This plan for international engagement at the University of Alberta builds on a great tradition of service, partnerships, and collaboration in countries that span the globe. International activities are an important feature of life in every faculty. Students learn, work and volunteer abroad. Faculty members teach and model global citizenship ideals, support and participate in international development in other countries, and forge research partnerships and relationships with colleagues near and far to address issues of global importance. Visiting scholars and international students enrich the learning experience and campus life by sharing their knowledge and experiences. In addition, students from these programs may continue throughout their careers to expand opportunities for current students through active engagement as international alumni. All these activities deepen intercultural awareness and understanding and open new vistas for the University community, the city, province, and country.

International engagement at the University of Alberta is a team effort inspired by the possibilities of welcoming the world to the University and bringing the University to the world. In the future, international engagement will flourish because of the vision and commitments of scholars and students, who make connections, identify opportunities, manage programs and build co-operative international networks. The contributions of directors and staff of international centres and institutes, and of those who lead and provide support to student services, residential accommodation, library and information services, registrarial services through innovative degree programs and credit transfer arrangements, and teaching support are also critical to success.

This plan follows the President's vision for international engagement outlined in *Connecting with the World* in 2006. That vision affirmed the centrality of international engagement to the life of the University past and present, and to the realization of the future aim to be a leading global institution in the areas of teaching, research, and service for the public good.

International engagement runs through each of the four cornerstones of *Dare to Discover* and *Dare to Deliver*, the 2007 – 2011 academic plan. The plan outlined here provides a road map to realizing the vision in *Connecting with the World*.

# our**vision**

To inspire the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world's great universities for the public good.

# our**mission**

To fulfill the promise of a great international University, the University of Alberta engages with the global community in reciprocal relationships to achieve its vision of learning discovery and citizenship. The University draws on its tradition of excellence in teaching research, and service and encourages collaboration across disciplines to inform policy debates, address pressing global problems, and generate innovative and transformative solutions for the common good now and in the future.

# our**values**

The core values outlined in the University of Alberta's vision statement, *Dare to Discover*, underpin the following values that reflect our approach to international engagement:

- Global-mindedness
- Open-mindedness and empathy
- Commitment to social justice
- Global citizenship
- Appreciation of difference and diversity
- Cultural and intercultural awareness
- Reciprocity, mutual capacity-building, and collaboration
- Opportunities for all
- Welcoming, safe, and healthy environments
- Environmental sustainability

# principles

Fundamental principles ground and guide international engagement activities at the University of Alberta.

International engagement activities uphold the University's ethical standards in the areas of teaching, research, and community service and align with ideals of global citizenship, environmental sustainability, and social justice.

International engagement is undertaken in the spirit of global mindedness and reciprocity, including intercultural awareness and openness to different perspectives.

- International engagement activities support environmental sustainability and the vision of the University as a leader in environmental stewardship.
- Engagement through partnerships and agreements is ethical, meaningful, and purposeful, and reflects the University's standards for teaching, research and service.
- All students, faculty, staff, and academic visitors have opportunities to participate in international activities in the community or abroad.
- Education for global citizenship, including curriculum development, flexible degree programs, and effective credit transfer agreements, is supported across the faculties and disciplines.
- International engagement requires due diligence, including personal and institutional responsibilities, to ensure welcoming, safe and healthy environments.
- Technology is used in innovative ways to build academic and research capacities and reduce global disparities.
- International engagement activities are monitored and evaluated on an ongoing basis to assess outcomes, understand their impacts, and inform future engagement.
- The University uses resources effectively to optimize its contributions and achieve transformative ends. These efforts include the development of international alumni organizations, support networks, and priority countries and regions.

On a practical level, international engagement enhances the reputation of the University which in turn, will create additional support for these activities, improve alumni engagement and foster the creation of research and other exchanges.

# *our* **cornerstones**

Key commitments related to international engagement are outlined in four priority areas that align with *Dare to Discover*:

**Talented People**

**Learning, Discovery, and Citizenship**

**Connecting Communities**

**Transformative Organization and Support**

# talented **people**

The University of Alberta will recruit, attract, and welcome the best and brightest minds to the University – undergraduate and graduate students, post-doctoral fellows, faculty, researchers, and staff

To attract the best and the brightest, we will:

- Develop an integrated recruitment plan, develop flexible degree programs, credit transfer agreements, align resources and expertise across the University, and leverage these resources for recruitment success over the next five years, with ongoing assessments of capacity and resources to serve the growing University community.
- Achieve specific recruitment goals especially in priority countries and regions to increase enrolment of international students by 2012 to 15% of the undergraduate student population and 30% of the graduate student population, reflecting the diversity of the peoples of the world.
- Coordinate efforts and enhance support to ensure that training and mentorships are available for all international graduate student and faculty members to strengthen teaching efficacy in the Canadian context, including English language proficiency and cultural orientation, and encourage pedagogical exchange.
- Value the multiple attributes and international and intercultural networks that new members bring to the University community, and nurture their potential.



## how will we know when we're there?

**Leading international faculty, researchers and post-doctoral fellows strengthen the quality of programs, create new learning, research and service opportunities for students, and inspire collaborative partnerships near and far. Outstanding international undergraduate and graduate students are welcomed. The international perspectives, experiences and rich cultural life they bring to classrooms, to campus life and to the community are recognized, valued and celebrated.**

# learning **discovery** and **citizenship**

A number of priority areas and related commitments linked to learning, discovery and global citizenship include:

Expand the international dimension of students' learning and research experiences to increase knowledge, intercultural competence, capacities for international engagement, and employability

- Increase opportunities for undergraduate students so that 15% of the graduating class will have participated in study abroad experiences and 5% of the graduating class will have participated in work or research abroad, including internship and co-op placements, or community service-learning by 2012.
- Explore and develop new academic and administrative models to more fully incorporate, support and recognize increased participation in study, work or research abroad.
- Create opportunities for students to enhance their qualifications to compete in a globalizing work environment, thus enhancing the economic strength of our part of the world.
- Create opportunities for students to receive a broader and more relevant education in their subject area by drawing in perspectives, information and facilities from all around the world.

Introduce global citizenship and global perspectives into the curriculum

- Undertake a University-wide effort to introduce an intercultural, international, and global dimension into course content and materials. Include innovation in curricula, diversity and flexibility in degree programs, and credit transfer agreements and teaching and learning methods, based on best practices.
- Support curriculum development initiatives, flexible programming, and interdisciplinary collaboration for education for global citizenship. Define the knowledge, skills and attitudes that graduates need to be successful interculturally and internationally, and to become successful and responsible global citizens. Encourage curricular and extra-curricular activities to reflect these skills and attitudes.





- Support interdisciplinary program development. Enable faculty members to develop course content and teaching/learning processes that are relevant for international students on campus. Provide Canadian students with global perspectives and skills. Use technology to create learning opportunities that bring international and University of Alberta learners together.
- Enhance opportunities for students to learn and become competent in other languages to enable their participation in study abroad and other international opportunities, increase intercultural understanding, and strengthen their employability in the global economy.

## Inspire a new understanding of and commitment to global citizenship and community service

- Foster and celebrate service by students, staff and faculty aimed at achieving educational, social, economic and political development in countries in Africa, Asia, and Latin America through efforts to provide learning and research, and to enhance to well-being of local communities.
- Ensure that every student has the opportunity to participate in international activities through organizations, volunteer work, internships, and community service-learning at home or abroad.
- Expand opportunities for students, faculty, staff, and the community to develop an understanding of the world, its peoples, and the challenges facing societies by strengthening the University's Global Education Program.

## Participate actively in global research and the discovery of new ideas

- Build international research networks and partnerships, and establish linkages to international foundations in priority countries and regions.
- Support opportunities for undergraduate students and graduate students to conduct and disseminate international research.
- Support opportunities for students to enhance their qualifications to compete in a globalizing work environment, thus enhancing the economic strength of our part of the world.
- Support opportunities for students to receive a broader and more relevant education in their subject area by drawing in perspectives, information and facilities from all around the world.
- Provide global leadership for research and development in areas where the University has strengths such as sustainable energy, environmental management, international public health, effective governance, and education capacity-building, through partnerships with communities, institutions, industry, and governments, provincially, nationally, and internationally.
- Expand the University's global reach and capacity to contribute solutions to a range of issues in the sciences, technology, social sciences, humanities, and public policy, and to advance cultural and artistic development.

## Create opportunities for faculty mobility and recognize faculty contributions to international engagement

- Formally recognize the international contributions of the professoriate in faculty evaluations.
- Increase short and long-term international mobility opportunities for faculty members, including funding to support faculty exchanges between the University and high-profile, research intensive universities.



### how will we know when we're there?

**By enabling students to develop intercultural understanding, global perspectives, and an appreciation of their rights and responsibilities locally and internationally, the University strengthens responsible and active global citizenship. Sharing expertise and international opportunities for learning with the best teachers and researchers from around the world enhances innovation. University of Alberta researchers, academics, and students collaborate with local, provincial, national and international partners to address serious global challenges, particularly those affecting low-resource countries.**

# connecting **communities**

## Build networks, partnerships, and agreements

- Expand the University's capacity to engage in programs that deal with the world's most pressing problems including those in low resource communities and countries, especially in Asia, Africa, and Latin America through programs rooted in achieving educational, social, economic and political development.
- Strengthen alumni connections to share the vision of the international University of Alberta, build bridges and open doors to new opportunities for collaboration.
- Engage international development organizations, ethno-cultural organizations, service clubs and community members in the life of the University for mutual benefit.
- Strengthen connections and forge partnerships with governments at all levels from the local to the provincial and federal governments to address issues and promote the city, province and country to the world.
- Explore opportunities for the University to engage in transnational education activities, including the delivery of education services in locations outside Canada, in partnership with institutions and organizations based abroad, that can heighten the international profile of the University, enrich the teaching and learning experience of all students, and inspire new research to address pressing global challenges.



## Use technology to build partnerships and build capacity

- Build international linkages through information and communications technology in the areas of research, teaching, international service and development.
- Create knowledge networks that utilize sophisticated communication technologies to assist low-resource countries with academic capacity-building and information exchange by drawing on the University's scientific research base.



### how will we know when we're there?

The University of Alberta is a leader in building and nurturing community connections near and far. International graduates return to their home countries with positive and enduring connections to the University of Alberta and create new linkages. Collaborative partnerships build capacity in regions and countries around the world that include innovative technology and appropriate technical expertise. Development of international alumni networks foster life-long engagement with the University.



# transformative **organization** and **support**

Forging ahead in a spirit of collaboration and with the highest ideals, the University of Alberta can be a leader in teaching, research, and community service in the world and a destination of choice for international undergraduate and graduate students, scholars and teachers. The demonstrated potential of the University of Alberta to play a transformative role through international engagement is clear.

Realizing this potential over the next four years and into the future through commitments outlined in this plan will require organizational and financial resources.

As outlined in *Connecting to the World*, the best administrative model for international engagement is one that recognizes the leading role of faculties and schools and offers central administrative support to provide expertise and facilitate international activities.

The President plays a leadership role in raising the profile of the University internationally, championing faculty initiatives in other countries, and paving the way for new linkages at the departmental and program level at partner institutions. The President meets with alumni and donors, and promotes University fundraising initiatives.

Senior administrators in the Provost's Office also champion University initiatives and partnerships through international contacts and meetings. The Provost's Office leads coordination of activities by central units who support international engagement at the University of Alberta. These include:

- University of Alberta International  
[www.uofaweb.ualberta.ca/uai/](http://www.uofaweb.ualberta.ca/uai/)
- External Relations including Global Development and Alumni Affairs  
[www.uofaweb.ualberta.ca/er/](http://www.uofaweb.ualberta.ca/er/)
- Facilities and Operations through residence services  
[www.uofaweb.ualberta.ca/vpfacilities/](http://www.uofaweb.ualberta.ca/vpfacilities/)
- Office of the Registrar and Student Awards  
[www.registrar.ualberta.ca](http://www.registrar.ualberta.ca)
- Faculty of Graduate Studies and Research  
[www.gradstudies.ualberta.ca](http://www.gradstudies.ualberta.ca)
- International House  
[www.uofaweb.ualberta.ca/ihouse](http://www.uofaweb.ualberta.ca/ihouse)



- University of Alberta Libraries  
[www.library.ualberta.ca](http://www.library.ualberta.ca)
- Office of Environmental Health and Safety  
[www.ehs.ualberta.ca](http://www.ehs.ualberta.ca)
- International Centres and Institutes  
[www.uofaweb.ualberta.ca/academics/centres.html](http://www.uofaweb.ualberta.ca/academics/centres.html)

## how will we know when we're there?

A spirit of collaboration and shared purpose infuses international engagement activities across the University community. The Provost leads a Standing Advisory Committee on International Engagement with representation from the community including faculty members, students, administrative and support staff, and international partners. Widespread awareness exists of the roles that University of Alberta International, central administrative units, and centres and institutes play to support international engagement initiatives. Effective information-sharing, including a current database of international activities, communications, and collaboration lead to the most efficient use of University resources for international engagement.

Initiatives to increase financial resources and secure new funding for international activities, dialogue and partnerships are underway with the provincial and federal governments and institutional partners to secure new funding. Major fundraising efforts exist to support international engagement. Scholarships have been enriched to support outstanding international students coming to the University. Through budget processes, resources are allocated to support the range of international engagement commitments.

Individuals and members of the University community are changed by international experiences and partnerships, and emerge with a new appreciation of the world, their role in it and the possibilities for work, service and participation as global citizens. The University's commitments to international engagement, teaching and learning, research, and service are strong. The University is a positive force for advancing global citizenship, environmental sustainability, and social justice in the world.



**connecting**  
with *the* **world**

UNIVERSITY OF ALBERTA

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