

SIMON FRASER UNIVERSITY

Internationalization for the New Millennium

1.0 Introduction

During the 1990s, universities around the world increasingly embraced the concept of internationalization. As we move into the 21st century, internationalization of higher education in Canada is no longer theory, but rather a reality and a necessity. What do we mean by internationalization? It can be defined as a process – made up of a wide range of academic and professional activities, organizational policies, procedures, and strategies – which integrates an international dimension or perspective into the teaching, training, research and service functions of the university.¹

Simon Fraser University has been involved in international activities at the institutional level for many years. However, during the past decade, SFU's international profile has risen dramatically with significant increases in exchange programs, field schools, development projects and other activities. With this increase in activities, the President formed an Ad Hoc Advisory Committee on International Activities, in 1997. The Committee focused its efforts and recommendations on clarifying policy and procedural changes related to international activities undertaken at the University level. The Committee's recommendations resulted in modifications to the mandate to the Office of International Cooperation and to an amended University Policy on International Activities that was approved by Senate and the Board in 1998.

Members of the Ad Hoc committee noted the importance of establishing, at the institutional level, clear priorities, goals and strategies to guide SFU's international activities. In early 1998, Deans met at the request of the Vice-President, Academic to share their views on international priorities for SFU.

Subsequently, a working group, representing all Faculties and Continuing Studies, formed under the aegis of the Vice-President, Academic to carry on this work and to develop proposals for review by Vice-Presidents and Deans.

In presenting its proposals, the working group has emphasized the importance of resource levels in establishing realistic targets and expectations. The goals and strategies outlined in this document are based on planned resource levels, but where changes or alternative approaches to funding are critical to meeting targets, these considerations are made explicit.

SFU's statement on *Internationalization for the New Millennium* includes:

- an institutional framework for enhanced internationalization at SFU, within

¹ Karen McKellin, "Maintaining the Momentum", BC Centre for International Education, drawing on the work of Dr. Jane Knight, Ryerson Polytechnic University and Dr. Hans de Wit, University of Amsterdam.

which each Faculty can develop their own goals and strategies for internationalization; and

- goals and strategies for key international initiatives that cross Faculty lines.

2.0 Simon Fraser University's Commitment to *Internationalization*

The universality of knowledge in the information age, the competitive nature of world trade and the increasing rate of cultural exchange dictate that the international dimension of higher education must keep pace with changes occurring globally. Internationalization is therefore essential for the University to fulfil its mandate to create and share knowledge, and to provide a learning environment that prepares students, faculty, and staff to function effectively in an increasingly integrated, global environment.

3.0 Principles and Values that Guide *Internationalization* at SFU

- International activities must support the University's mission, and enhance its standing in Canada and abroad as a leading comprehensive university.
- Internationalization of the University should enrich the educational and professional experience of students, faculty, and staff, by introducing them to the languages, cultures, and intellectual traditions of other nations.
- Activities should embody the principles of partnership and mutual benefit with the communities involved.
- International development and training activities must be financially viable.
- International activities must conform to University policies.

4.0 Elements of *Internationalization* at SFU

- internationalization of curricula
- student mobility programs
 - international student recruitment
 - SFU student mobility (field schools, exchange agreements)
- faculty / staff mobility
- international delivery of curricula
- development cooperation projects and contract education
- internationalization statements at the Faculty level

5.0 Goal and Strategy Statements for SFU's International Activities

5.1 Internationalization of curricula

goal

- promote curricula that are international in nature, and that provide a global and comparative perspective, which are appropriate to particular courses and programs.

strategy

- encourage Faculties, where appropriate, to internationalize courses and programs by:
 - infusing content and materials with examples from different countries and cultures
 - including different methodologies and cultural approaches to the subjects being taught while recognizing the cultural diversity of the students
 - including material that encourages an awareness of global diversity
 - including international and Canadian students' experiences from their cultural and national perspectives
 - including and valuing our international partners' academic knowledge and contributions

5.2 Student mobility programs**5.2.1 International Undergraduate Student Recruitment***goal*

- achieve the Senate approved target of 7% (from diverse countries) for international undergraduates (current in 98/3: 3.1%)

strategy

- increase and augment recruitment activities in selected markets, especially the United States
- address issues of international fee structure and disbursement through the University, specifically in high-demand programs and in support of the recruitment initiative
- address issues influencing access to the University, including language requirements
- address issues of access to Faculties and to high-demand programs
- adopt the goal of doubling residence space, thereby increasing access for international students
- create or contract out homestay programs
- explore twinning relationships and off-shore delivery of SFU courses as a means of attracting international students

5.2.2 International Graduate Student Recruitment*goal*

- achieve a target population of 20% for international graduate students, across the University (current in 98/3: 14.8%)

strategy

- recommend that the Dean of Graduate Studies and the Dean of Student Services establish a Graduate Recruitment Task Force to address issues surrounding enhanced graduate recruitment activities, including:
 - introduction of international differential fees or premium fees, especially for professional graduate programs such as the MBA program (or a model whereby research-oriented doctoral students and masters students do not pay premium and differential fees)

- identification of disciplines and programs that international recruitment efforts should promote, and the fee unit charge that might be levied, by program
- streamlining of the graduate application process to include: a single point of contact for graduate admissions; consistent application deadlines for all graduate programs; and where feasible, consistent requirements for documents across graduate programs
- definition of appropriate language requirements across the University for graduate admission, and graduate student access to the English Bridge program
- creation of University graduate admissions publications, Faculty- or discipline-specific graduate brochures, and graduate admission web pages

5.2.3 SFU Student Mobility

goal

- achieve a population of 10% of every undergraduate graduating class acquiring some form of international experience such as student exchanges, field schools, or international co-op program placements. At present, approximately 3000 undergraduate degrees are conferred annually. (Current annual participation in international programs is approximately 220, as follows: exchanges/80; international co-op placements/40; and field schools/100.)

strategy

- implement a small number of comprehensive exchange arrangements with targeted universities, that include graduate and undergraduate student exchanges, co-op exchanges, faculty and staff exchanges, joint project delivery, research collaboration, etc.
- create new area studies interdisciplinary minors in Arts and across Faculties to complement the Asia-Canada Program and the Latin American Studies Program
- mandate study abroad components in area studies programs and in other areas such as international business and international relations
- mandate language training for some programs/streams such as international business, international relations, Asia-Canada Program, Latin American Studies Program
- strengthen existing exchange ties, and establish a small number of select new exchanges
- encourage greater faculty participation in the form of mentorships for incoming (international) and outgoing (SFU) students
- enhance promotional efforts through academic departments, schools and Faculties
- seek out funding for mobility scholarships and awards
- for graduate students, work with faculty champions to identify appropriate exchange and research partners that can provide an international experience related to research, study and professional activities

5.3 Faculty / Staff Mobility

goal

- create mobility opportunities for the permanent SFU community through staff exchanges, faculty exchanges, and an enhanced visiting lecturer program

strategy

- implement a small number of comprehensive exchange arrangements with targeted universities, to complement graduate and undergraduate student exchanges, co-op exchanges, joint project delivery, research collaboration, etc.
- enhance visiting scholar opportunities through field school programs
- encourage and support the recognition of international experience and research as part of the career development of faculty and staff
- create more visiting faculty rooms in planned new residence space, to be allocated to visiting lecturers, researchers, and scholars in consultation with Deans

5.4 University Advancement

goal

- attract increasing levels of support for SFU and its programs from individuals and organizations resident outside Canada and foreign corporations with local subsidiaries or business affiliations

strategy

- maintain contact and foster relationships with individuals and organizations that have links with SFU
- present opportunities to potential donors to support activities or projects of particular interest to them
- involve SFU faculty and staff in identifying prospective donors who show special interest in SFU

5.5 Alumni Relations

goal

- increase the number of registered international alumni and provide them with opportunities to participate in SFU related activities and to benefit from alumni services and programs

strategy

- encourage and, where possible, assist alumni in other countries who express interest in establishing local alumni chapters
- maintain contact with the executive of international alumni chapters
- encourage and assist SFU's senior administrators, faculty and staff in making contact with SFU alumni when traveling to other countries
- aggressively pursue opportunities to involve alumni in SFU's international activities (e.g. invite them to participate in education fairs and student recruitment, seek their advice and assistance when establishing SFU programs and projects in their countries, seek their advice on how best to manage relationships in their countries (including those related to university advancement)

5.6 International Research

goal

- to support and facilitate international research relationships and activities that are an integral component of each faculty member's academic career

strategy

- develop and maintain a database of faculty members' international research activities
- share this information, where appropriate, amongst faculty to provide synergy in such activities
- ask faculty to represent the University, where appropriate, when traveling internationally on University business
- help develop strong, comprehensive institutional relationships by according high priority to faculty members' research interests and to the potential for future research collaboration, when selecting partner universities in other countries
- examine explicitly opportunities for research by faculty and graduate students when designing and bidding on development projects
- advertise more effectively the University's role in major international research facilities and initiatives (e.g. the Bamfield Marine Station, the Institute for Studies in Criminal Justice Policy, the Telelearning Network of Centres of Excellence, and various research centres and institutes across the University)

5.7 International Delivery of Curricula

goal

- take SFU programs to other countries by delivering SFU credit and non-credit courses to students residing outside Canada

strategy

- invite each Faculty to identify its interest in delivering programs abroad
- identify where high demand exists for particular programs, and match this with SFU's capacity and interest in international delivery of curricula
- pursue the use of on-line learning, distance education and the formation of partnerships with high quality institutions abroad as effective means of delivering our programs internationally
- ensure that these program are fully funded, that they require no subsidization, and do not impede SFU's capacity to deliver courses and programs to students in Canada

5.8 Development Cooperation Projects and Contract Education

goal

- reach and maintain a project/contract portfolio of at least \$5 million per year
- encourage and promote the involvement of all Faculties in these activities

strategy

- identify means of allocating the resources necessary to develop new initiatives, including the allocation of a share of project overheads for this purpose
- provide sufficient financial incentives to participating Faculties and departments, through an increased share of overheads
- focus proactive marketing efforts on key Pacific Rim countries where the University has experience, contacts, and a competitive advantage, while remaining responsive to opportunities elsewhere, as they arise
- diversify funding sources, with increased emphasis on World Bank and regional development bank-funded activities, and client-funded activities.

5.9 Faculty-level Internationalization Statements*goal*

- develop explicit goals and strategies for each Faculty

strategy

- secure agreement by Vice-Presidents and Deans to this internationalization framework at the University level
- have Deans develop, with their faculty and staff, appropriate internationalization strategies that fit within the agreed University framework
- encourage Faculties, as part of their goal and strategy statements, to consider and articulate any plans to pursue the delivery abroad of SFU's courses and academic programs